



Middlebury
College

Academic Affairs 2016-17 Handbook

for Chairs, Program Directors,
and Academic Coordinators

**HELP! Who to Contact at Middlebury College
if you need information about...**

Benefits, Human Resources – Health and Welfare	Lisa Hoff (3372)
Benefits, Human Resources - Retirement.....	Franklin Daniel (5755)
Book orders and course packs for classes	Dean Leary (2158)
Budgets (department)	Lynn Dunton (3085)
Budgets (program enrichment funds).....	Lynn Dunton (3085)
Calendar (Academic) information.....	Stephanie Neil (5117)
Catalogue: Course	Kathleen Parent (2207)
Catalogue: Winter Term.....	Kathleen Parent (2207)
Center for Teaching, Learning & Research/Peer Tutoring.....	JoAnn Brewer (3131)
Class lists.....	Department Coordinator
Classroom absenteeism	Commons Dean
Commencement information.....	Lisa Ayers (2885)
Commencement information (Summer Schools)	Beth Karnes Keefe (5685) Jennifer Thompson (5917)
Computer Help Desk	(2200)
Computers: Academic computing	Mary Backus (5711)
Contracts, employment.....	Donna McDurfee (5380)
Convocation information.....	Lisa Ayers (2885)
Council on Reviews	Donna McDurfee (5380)
Course Response Forms	Academic Affairs (5735)
Diversity Initiatives	Miguel Fernandez (5792)
Education Technology.....	Shel Sax (5679)
Educational Affairs Committee	Donna McDurfee (5380)
Elections to faculty committees.....	Donna McDurfee (5380)
Environmental Health and Safety.....	Jen Kazmierczak (5726)
External Department Reviews.....	Sandra King (2007)
Faculty housing	Pam Norton (5504)
Faculty meetings (scheduling, agenda)	Donna McDurfee (5380)
Faculty development funds (including travel to conferences).....	Lynn Dunton (3085)
Film orders	Sue Driscoll (2048)
First-Year Seminars.....	James Berg (5709)
Honor code (Cheating on tests, plagiarism, etc.).....	Karen Guttentag (2024)
International Student and Faculty Support	International Student & Scholar Services (5858)
Intercultural Center	Jennifer Herrera (5743)
Interview scheduling for recruiting	Charlene Barrett (5289)
Lecture series (symposia).....	Sandra King (2007)
Library: general questions	Circulation (2000)
Matching Funds (Cost-Share) for Faculty Grants	Franci Farnsworth (5889)
Media Services	Help Desk (2200)
Moving expenses: (new faculty)	Charlene Barrett (5289)
Moving expenses: (faculty leave moving)	Lynn Dunton (3085)
New Faculty Events	Sandra King (2007)
Off-Campus Study/Study Abroad	Beth Miller (5745)
Office assignments	Kathleen Parent (2207)
Scheduling, Courses	Registrar's Office (5770)
Scheduling, Events	Events Management (2885)
Sexual harassment	Susan Parsons Ritter (2246) Laura Carotenuto (2012)
Sponsored Research (external faculty grants)	Franci Farnsworth (5889) Elizabeth Haney (5132)
Start-up Funds	Lynn Dunton (3085)
Student employment.....	Student Employment Office (5377)
Student fellowships	Colleen Norden (3026)
Student internships	Peggy Burns (3450)
Taxes	Catherine Tobin (5633)
Telephone Operation questions	Virginia Bukowski (5657)
Threat Assessment.....	Melody Perkins (5133)
Winter Term	Kathleen Parent (2207)

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CHAIRS' AND COORDINATOR CALENDAR 2016-2017

Note: Dates provided here are subject to change! Please check email announcements carefully in case dates shift.

BEGINNING OF EACH MONTH

General Deadlines:

- ✓ Faculty Development Professional Fund (FPDF): deadline at least 1 month before date of conference or research travel with a final deadline of June 2. Undergraduate Collaborative Research Fund (UCRF) – Ongoing with a final deadline of February 13th for Spring term projects
- ✓ Scholarly Publication Subvention Fund (SPSF): ongoing, providing funds are still available
- ✓ Textbook Orders Due: May 1 for Fall, Nov. 1 for Winter Term, and Dec. 1 for Spring
- ✓ Religious Holidays: please refer to the Academic Calendar

AUGUST 2016

- ✓ Coursepacks, Fall 2016 – if you have faculty using coursepacks for Fall Term, the Master Coursepack (clean copies) should be submitted to The College Store
- ✓ Returning faculty have access to offices. New faculty can move into offices after Aug. 15
- ✓ Update placement exams for new students and send to Reprographics (Chemistry, French, German, Latin, Psychology, Russian, Spanish)
- ✓ Enter placement exam results in Banner before registration begins
- ✓ Finalize updates to Department Web Page(s)

8/10-20 Bread Loaf Writers' Conference

8/19 Language Schools Commencement

8/23-24 Faculty Writing Retreat - Mountain Top Inn, Chittenden, VT

8/25-8/28 Alumni College

8/29-8/30 New Faculty Orientation, Axinn Center

8/30 New Faculty Dinner, Kirk Alumni Center, 6:00 p.m.

- ✓ Coordinator and Chair should meet to discuss office procedures, recruiting updates, faculty reviews, department events and lectures, budget information, etc.
- ✓ Forward any graduate information that the Coordinator or department faculty may have received regarding previous majors to College Advancement
- ✓ Post Fall class schedule and faculty office hours
- ✓ Remind faculty that any course scheduling changes they initiate with the Scheduling Office should be copied to the Department Coordinator
- ✓ Remind Senior majors to submit the On-line Intent to Graduate/Diploma Application found on the Registrar's Office website under Information for Students
- ✓ Remind Faculty in your department that student course warnings can be issued any time during the semester - students who receive warnings receive assistance from Commons Deans and may make dramatic improvements in the course.

9/5-11	<u>Fall MiddView</u> : Orientation schedule available on the web: go.middlebury.edu/middview
9/6	Academic Forum 1:30-3:30 p.m., Kenyon Arena
9/8	Banner Registration for new students
9/9	Faculty Meeting, 9:00 a.m., Bread Loaf Campus
9/11	Convocation, 7:30 p.m., Mead Chapel (faculty line up on Old Chapel Road at 7:00 p.m.)
9/12	Fall Term classes begin (updated course rosters can be printed from reports available in Hyperion)
9/13	CAOS Meeting 10:00-11:30 a.m., Crest Room, McCullough
9/16	CAOS Council Meeting, 10:00-11:00, OCH 204
9/16	New course proposals for Winter Term and Spring 2017 course proposals due from new faculty and faculty returning from leave. All proposals must be submitted to the Curriculum Information Specialist electronically for consideration by the Curriculum Committee. Forms are available at go.middlebury.edu/proposalforms .
9/22-24	Clifford Symposium
9/23	Banner Preprinted Course Forms-Winter Term and Spring 2017: Available for pick-up in Old Chapel.

9/23	Deadline for Winter Term 2017 catalog changes (proposed changes must be submitted electronically to the Curriculum Information Specialist)
9/23	Last day to add academic courses (add cards) and to invoke Pass/D/Fail option and to add/drop Fall II PE courses (online)
9/29-10/1	Trustee Meetings
9/30	Deadline for Departmental Faculty Research Assistant Fund (FRAF).

OCTOBER 2016

- ✓ Prior to scheduling lectures or events that may appeal to a wide campus audience, refer to the Master Calendar on the Middlebury College Web Page
- ✓ RECRUITING REMINDER: Candidate lectures should not be scheduled in conflict with Faculty Meetings, Chairs Meetings or Carol Rifelj Faculty Lecture Series (Wed. @ 4:30 p.m.). Check the Calendar of Events before scheduling!
- ✓ Forward any information that the Coordinator or department faculty may have received regarding the activities of alumni to College Advancement

10/1	Senior Research Project Supplement Deadline: Check the URO webpage (go/uro)
10/3	Summer Study Informational email from the Dean of Curriculum
10/3	Winter Term and Spring 2017 Banner Course Forms due from faculty to coordinator.
10/4	Winter Term and Spring 2017 Banner Course Forms due by NOON. Academic Coordinators submit completed course forms to the Curriculum Information Specialist in Old Chapel.
10/5-14	Winter Term and Spring 2017 Banner data entry and review.
10/7	Faculty Small Group Meetings, 2:45pm, Axinn 103, 104, 109, 219, 220
10/7-9	Fall Family Weekend
10/10	Chairs/Directors Meeting 4:30 p.m., Axinn 229
10/11	CAOS Meeting, 10:00-11:30 Crest Room, McCullough
10/14	Last day to drop fall courses and to revoke Pass/D/Fail option and to return to standard letter grading
10/17	Winter Term and Spring 2016 Scheduling Freeze (until draft schedule is posted on the web)

10/17-18 Midterm Recess

10/19 Classes Resume (8:00 a.m.)

10/21 CAOS Council Meeting, 10:00-11:00, Old Chapel 204

10/23-25 Homecoming

10/24 Deadline for requests for next fiscal year operationally-funded space projects (submit to Mary Stanley/Suzanne Gurland)

10/26 Spring 2017 – Alternate PINs generated. Deadline for coordinators to add faculty advising hours to the office hours to the web

10/27 Draft of Winter Term and Spring 2017 Course Schedule available on web

10/27 Winter Term 2017 Catalog available on the Web

10/27 Advising Period Begins: Students begin to request instructor approval or restriction overrides from instructors, schedule advising meetings, and obtain Alt PINs (if assigned)

10/28 Winter Term: Deadline to apply to departments for “approval-required” courses

10/28 Department Coordinators enter Placement Exam results into Banner before Spring 2017 Round One begins. (Chemistry, French, German, Latin, Psychology, Russian, Spanish)

10/31 Winter Term 2017 ADD/DROP Period begins online (through November 15)
Students needing add/drop signatures for Visiting Instructor’s courses should be referred to Curriculum Information Specialist in Old Chapel 107.

NOVEMBER 2016

Winter Term Registration

10/31 M Winter Term Registration for students w/8-16.99 credits earned
 11/1 T Winter Term Registration for students w/3-7.99 credits earned
 11/2 W Winter Term Registration for students w/17-36+ credits earned

11/1 Winter Term book orders due to Dean Leary at The College Store

11/1 Notification to department/program directors to begin teaching load planning for 2017-18

11/2 Chairs’ letters for Fall Reviews due. The full review schedule is available on the web at go.middlebury.edu/reviews.

11/4-8	Spring 2017: Registration <u>Round One Opens at Noon (practice round)</u> Students continue to request instructor approval or restriction overrides.
11/4	Deadline for students to settle financial accounts for registration
11/4	Faculty Plenary Session, 2:45 p.m., McCardell Bicentennial Hall 216
11/7	Chairs/Directors Meeting, 4:30 p.m., Axinn 229
11/8	CAOS Meeting, 10:00-11:30, Crest Room, McCullough
11/8	Spring 2017 Registration Round One Ends Students should have obtained overrides and waivers prior to registering.
11/9	Curriculum Committee makes Summer Study 2017 course recommendations to the VPAA

Spring Term Registration (Round 2)

9 W	Spring Term Registration for students w/31-36+ credits earned
10 H	Spring Term Registration for students w/27-30.99 credits earned
11 F	Spring Term Registration for students w/21-26.99 credits earned
14 M	Spring Term Registration for students w/17-20.99 credits earned
15 T	Spring Term Registration for students w/13-16.99 credits earned
16 W	Spring Term Registration for students w/8-12.99 credits earned
17 H	Spring Term Registration for students w/3-7.99 credits earned
11/11	Deadline for Winter Term 2017 Internships for credit—submit to CCI Deadline extended to 11/30 for students who do not need on-campus housing
11/15	New major and program proposals for 2017-18 due to the Educational Affairs Committee. All proposals for new majors and programs should be submitted by email to the Dean of Curriculum. *Changes to <u>existing</u> majors, programs, and minors are due on 1/15/17.
11/17	Faculty should be prepared to evaluate and submit necessary course changes to the Curriculum Information Specialist by 5:00 pm (such as section size, opening blind section, new section info, etc.).
NOTE: Suzanne Gurland must first approve new sections or changes in enrollment—please forward email approval from Suzanne Gurland with requests.	
<ul style="list-style-type: none"> • Coordinators review all active blind sections and notify the Curriculum Information Specialist of those sections that are needed. • Contact students on waitlists for new sections opened. Must register through Registrar's Office in Forest. 	
11/18	CAOS Council Meeting, 10:00-11:00, Old Chapel 204

11/21	ADD/DROP Period begins for Spring 2017
11/23-27	Thanksgiving Recess (4:15 p.m. Faculty with courses or screenings scheduled for Tuesday evening should arrange for a make-up time if desired.)
11/30	Classes Resume (8:00 a.m.)

DECEMBER 2016

- ✓ Information relating to 2017-2018 departmental budget proposals will be provided by the Budget Office this month.
- ✓ Student Scheduled Exam deadlines: email from Registrar Office
- ✓ For grades on independent projects: remind faculty to use an "S" for a continuing project
- ✓ Request and file (from faculty) Fall semester course syllabi

12/1	Textbook Orders for Spring Term due to Dean Leary at The College Store
12/1	Deadline for submitting requests to EAC for additional course sections/staffing Requests for Spring 2017
12/5	Deadline for faculty to submit teaching load forms for Dept. Chair review via BannerWeb.
12/5	Chairs/Directors Meeting, 4:30 p.m., Axinn 229
12/9	Fall Term Classes End (4:15 p. m.)
12/11	Summer Study 2017 course decisions communicated to proposing faculty
12/12-18	Exam Period (Monday 12 th - and Thurs. 15 th Reading Days)
12/12	Faculty Small Group Meetings, 2:45 p.m., Axinn 103, 104, 109, 219, 220
12/13	CAOS Meeting, 10:00-11:30, Crest Room, McCullough
12/14	Submit names of faculty teaching first-year seminars for 2017-18 to Jim Berg and Diane Burnham.
12/16	CAOS Council Meeting, 10:30-11:30, Old Chapel 204
12/18	Recess Begins (10:00 p.m.)

- ✓ Post Winter Term class schedule and faculty's office hours
- ✓ Prior to scheduling lectures or events that may appeal to a wide campus audience, refer to the Master Calendar on the Middlebury College website
- ✓ Begin to assist Chair with preparation of Teaching Report
- ✓ New/replacement capital equipment and repair budgets due to Dean of Curriculum
- ✓ FY18 Departmental & program budget requests due to Budget Office
- ✓ Feb 2017 First Year Online Registration
- ✓ Update placement exams for new February students and send to Reprographics
- ✓ Send New Student Placement Exam information to Dean of Students for Arrival Packets (only for specific departments)
- ✓ Mid-year budget check to compare actual and budgeted expenses

1/2 Fall Grades due at Noon

1/9 Chairs/Directors Meeting, 4:30 p.m., Axinn 229

1/9 Winter Term Classes begin (8:00 a.m. updated course rosters can be printed from reports available in Hyperion)

1/10 CAOS Meeting, 10:00-11:30 a.m., Crest Room, McCullough

1/11 Winter Term Add/Drop Period ends
Updated course rosters will be available in Hyperion 24 hours after the Registrar's office has completed their data entry of the add/drop cards

1/13 Faculty Plenary Session, 2:45 p.m., MBH 216

1/16 Department Staffing Reports due (Teaching Load Form) via BannerWeb.

1/16 Proposed changes in requirements for majors, programs and minors for 2017-18
Due to Curriculum Committee (submit electronically to the Curriculum Information Specialist)

1/18 Summer Study 2017 course offerings announced to students

1/20 CAOS Council Meeting, 10:00-11:00 a.m., Old Chapel 204

1/26-28 Board Meetings at MIIS

1/27 Chairs' letters for Winter Term reviews due. The full review schedule is available on the web at go.middlebury.edu/reviews.

1/30 Annual Information for Faculty Salaries due (1 signed copy to Dept. Chair; 1 signed copy to the VPAA)

FEBRUARY 2017

- ✓ Post Spring class schedule and faculty office hours
- ✓ Forward any graduate information that the Coordinator or department faculty may have received regarding previous majors to College Advancement
- ✓ Remind faculty that any course scheduling changes they initiate with the Scheduling Office should be copied to the Department Coordinator
- ✓ Prior to scheduling lectures or events that may appeal to a wide campus audience, refer to the Calendar of Events
- ✓ Discuss with Chair office assignments for 2017-18
- ✓ Meeting for Faculty scheduled for leave in 2018-19, Location TBD
- ✓ Fall Term Banner process begins: Calendar will be sent by the Curriculum Information Specialist
- ✓ Remind Faculty in your department that student course warnings (found on the Registrar's Office website) can be issued any time during the semester - students who receive warnings receive assistance from Commons Deans and may make dramatic improvements in the course
- ✓ Chairs'/Directors' salary meetings with the VPAA begin. Chairs'/Directors' reports must be submitted to the VPAA (ovpaa@middlebury.edu) at least two business days before the scheduled meeting.

2/3 Winter Term classes end; Recess begins (4:15 p.m.)

2/3 New Course Proposals and Professors of Practice Proposals for 2017-18 due to Curriculum Committee. All proposals must be submitted to the Curriculum Information Specialist electronically for consideration by the Curriculum Committee. Forms are available at go.middlebury.edu/proposalforms.

2/4 Celebration for mid-year graduates

2/5 First-year seminar proposals for 2017-18 due. All proposals must be submitted to Diane Burnham electronically for consideration by Jim Berg, FYS Director, and the Curriculum Committee. Forms are available at go.middlebury.edu/proposalforms.

2/8-12 Spring Student (Febs) Orientation Begins

2/10	Registration for new Feb students (online)
2/10	Requests for Office Assignments for 2017-18 due to the Curriculum Information Specialist.
2/13	Winter Term Grades due by Noon (online BannerWeb for Faculty)
2/13	Final deadline for UCRF requests for Spring semester
2/13	Spring Classes begin (8:00 a.m.)
2/14	CAOS Meeting, 10:00-11:30 a.m., Crest Room, McCullough
Mid-Feb	EAC review of Teaching Load Forms and Department/Program Staffing reports completed
2/17	CAOS Council Meeting, 10:00-11:00 a.m., Old Chapel 204
2/17	Faculty Small Group Meetings, 2:45 p.m., Axinn 103, 104, 109, 219, 220
2/17-19	Winter Carnival Recess (classes end 4:15 on the 16th)
2/20	Classes resume at 8:00 a.m.
2/20	Chairs/Directors Meeting, 4:30 p.m., Axinn Center 229
2/24	Summer Study 2017 course data entry and review
2/24	Last day to add spring courses (ends at 5:00 p.m.) and to invoke Pass/D/Fail option <ul style="list-style-type: none"> Check Independent Project Section A to make sure all students have advisors (and weren't just added to the "A - Staff Section") Updated course rosters will be available in Hyperion 24 hours after the Registrar's office has completed their data entry of the add cards
2/27	Deadline for fiscal year 2017-18 LPDF (Long-Term Development Fund) applications
2/27	Last day to add/drop Spring II PE Courses (online)

MARCH 2017

- ✓ Make reservations for Senior Reception
- ✓ Deadline for summer UCRF requests (funding permitting) is the first week of March

3/10	Faculty Plenary Session, 2:45 p.m., MBH 216
3/14	CAOS Meeting, 10:00-11:30 a.m., Crest Room, McCullough
Mid-Mar	2017-18 Course Catalog available for Coordinators to update.

3/17 CAOS Council Meeting, 10:00-11:00 a.m., Old Chapel 204

3/17 Last day for students to drop fall courses and to revoke Pass/D/Fail option and to return to standard letter grading

3/17-18 College Board of Overseers Meetings

3/20 Chairs/Directors Meeting, 4:30 p.m., Axinn 229

3/21 Chairs' letters for Spring Reviews due. The full review schedule is available on the web at go.middlebury.edu/reviews.

3/27 Spring Recess Begins (4:15 p.m.)

3/31 All evaluations (Annual Performance Summary) for coordinators and other staff must be completed

APRIL 2017

- ✓ Prepare copies of Seniors' files for Chair with instructions to review major requirements for graduation
- ✓ Prospective Students visiting days
- ✓ Final Leave Schedule available on the web
- ✓ April Chairs/Directors Meeting will be scheduled by division
- ✓ Update Department and Program Staffing Report with any changes
- ✓ Request and electronically file course syllabi from faculty for Spring semester
- ✓ Tentative list of Department Honors forwarded to Registrar's Office
- ✓ Faculty on Leave and Office Moves Forms are located on the Facilities web page—to be completed by either the individual faculty or the Department Coordinator.
- ✓ Chair/Director should ensure that advisees of faculty going on leave in 2017-18 know who their advisor will be during that year.

Early Apr Summer Study 2017 Registration

Early Apr Deadline for all EAC proposals for 2017-18

4/3 Proposals for Winter Term 2018 due from Middlebury faculty and Visiting faculty—submit electronically to the Curriculum Information Specialist (Use form, either Visiting or Middlebury Faculty Proposal, available on Academic Affairs webpage at go.middlebury.edu/proposalforms)

4/3	Classes Resume at 8:00 a.m.
4/7	Faculty Plenary Session, 2:45 p.m., MBH 216
4/11	CAOS Meeting, 10:00-11:30 a.m., Crest Room, McCullough
4/21	Student Research Symposium; <u>classes do not meet</u>
4/21	CAOS Council Meeting, 10:00-11:00 a.m., Old Chapel 204
TBD	Round 1 and Fall registration dates (online) Department Coordinators enter Placement Exam results into Banner before Fall Round One registration. (Chemistry, French, German, Latin, Psychology, Russian, Spanish)

MAY 2017

- ✓ Student Scheduled Exam deadlines: email from Registrar's Office
- ✓ Grades: remind faculty to use an "S" on a continuing project
- ✓ Remind departing faculty to return keys and leave computer
- ✓ Seniors with double or joint majors need to decide which department they will be marching with during Commencement and notify Registrar's Office
- ✓ Determine with Chair mail forwarding procedures for faculty going on leave in your department

5/1	Fall Textbook Orders due to Dean Leary at the College Store
5/1	Chairs/Directors Meeting, 4:30 p.m., Axinn 229
5/9	CAOS Meeting, 10:00-11:30 a.m., Crest Room, McCullough
5/11-13	Trustee Meetings
5/15	Spring Term Classes End (4:15 p.m.)
5/16	Faculty Plenary Session, 3:00 p.m., Wilson Hall in McCullough
5/16-17	Reading Days
5/18-23	Final Exam Period
5/19	CAOS Council Meeting, 10:00-11:00 a.m., Old Chapel 204
5/24	Senior Grades due by Noon (online BannerWeb for Faculty)

5/27	Baccalaureate
5/28	Commencement
5/30	Recruiting Report due to VPAA/DOF

JUNE 2017

- ✓ Enrichment Fund Donor Reports Due to Lynn Dunton
- ✓ Budget check – prepare for the closing of 2016-17 fiscal year
- ✓ Encourage Chair to discuss new software needs with new faculty and submit computer and software request to LIS

Early Jun- Summer Study courses offered
Mid Aug

6/2	Deadline for Faculty Professional Development Fund (FPDF) applications for current fiscal year - NO APPLICATIONS WILL BE ACCEPTED AFTER THIS DATE FOR CURRENT FISCAL YEAR.
6/2	Spring grades for non-Seniors due at Noon
6/9-11	Reunion 2017
6/23	Language Schools 8-week session begins
6/27	Bread Loaf School of English in Vermont begins
6/30	Language Schools 7-week session begins
6/30	Faculty leaving college employment must vacate offices

JULY 2017

- ✓ If you maintain an Excel spreadsheet of department budget expenses, update for new fiscal year
- ✓ Update student files and advisee lists (printed transcripts should be shredded or kept in a locked drawer)
- ✓ Clean up hard drive, delete oldest year of cash vouchers, JE, etc.
- ✓ Clean out department files
- ✓ Accounts Payable closes for previous budget year

Early July- Summer Study grades reported
Mid Aug

7/4 Language School 6 week session begins

AUGUST 2017

8/1 Leave proposals for 2018-19 DUE

8/16-26 Bread Loaf Writers' Conference

8/18 Language Schools Commencement

8/31-9/3 Alumni College

ACADEMIC ADMINISTRATION DIVISION OF DUTIES 2016-2017

Initials used in the chart

KSA: Katy Smith Abbott Vice President for Student Affairs and Dean of the College	MF: Miguel Fernandez Chief Diversity Officer	JR: Jim Ralph Dean for Faculty Development and Research
SB: Susan Baldridge Provost	SG: Suzanne Gurland Dean of Curriculum	TS: Tim Spears Vice President for Academic Development
PB: Pieter Broucke Director of the Arts	AL: Andi Lloyd Vice President for Academic Academic Affairs and Dean of the Faculty	ST: Steve Trombulak Director of the Sciences

ACADEMIC ADMINISTRATION	OFFICE	ADMIN. SUPPORT
Academic Administration Webpage	A. Diehl	•
Academic & Operational Administration of the Language Schools	S. Snyder	L. Huston
Academic Calendar	SB	S. Neil
Academic Equipment budgets	SG	L. Dunton
(The) Academic Enrichment Fund	SG	L. Dunton
Academic Judicial Board	K. Guttentag	D. DiLoreto
Academic Outreach Endowment for Service Learning	T. Sargent	•
Academic Software Budget	C. Peddie	Computing Helpdesk
Administration Committee	K. Guttentag/T. Billings	D. DiLoreto
Animal Care Committee	T. Wickland (ST Institutional Official)	C. Ekstrom
Assessment: College wide	SB	T. Bolduc
Banner Registration	SG	K. Parent
CAOS (Coordinator Academic Office Support)	SG	N. Patterson
CAPP (Committee on Art in Public Places)	R. Saunders	D. Perkins
Catalog Copy	SG	K. Parent
Chairs' Orientation, Chairs' Meetings	AL	C. Barrett
Chairs' Handbook	AL	S. King
Citizens' Medals	D. Donahue	S. Neil
Classroom Improvements/Upgrades	SG	M. Stanley
Clifford Symposium	JR	L. Dunton
Collections Committee	PB	•
College Board of Overseers	AL	D. McDurfee/C. Barrett
Commencement/Convocation	SB	L. Ayers
Commons	KSA/AL	J. Audet/C. Barrett
Community Judicial Board	K. Guttentag	D. DiLoreto
Comparative Institutional Measures (Institutional Research)	SB	T. Bolduc
Computing Equipment Budgets (individual faculty/staff)	M. Backus	Computing Helpdesk
Course Response Forms	SG	S. King
Council on Undergraduate Research Liaison	F. Farnsworth	•
Curriculum Committee, Chair	SG	K. Parent
Department External Reviews	SG	S. King
Departmental Budgeting	AL	L. Dunton

ACADEMIC ADMINISTRATION	OFFICE	ADMIN. SUPPORT
Departmental Endowed Funds (French, Chinese, Classics)	AL	L. Dunton
Digital Liberal Arts	JR	J. Mittell
Education Studies/9th Semester Program	SG	K. Parent
Educational Affairs Committee	SG	D. McDurfee
Emeriti Faculty	JR	L. Dunton
Endowed Professorship enrichment funds	JR	L. Dunton
Equipment Budgets and Repairs	SG/ST	L. Dunton
Faculty Committee Elections	AL	D. McDurfee
Faculty Council (ex-officio)	AL	C. Barrett
Faculty Leave Program	JR	D. McDurfee
Faculty Lecture Series	JR	S. King
Faculty Professional Development (Ada Howe Kent, FPDF, LPDF)	JR	L. Dunton
Faculty Research Assistant Fund (FRAF)	JR	L. Dunton
Faculty Reviews	AL	D. McDurfee
Federal Regulatory Issues (IRB, IACUC, IBC, NRC etc.)	ST	K. Gillespie
First-Year Seminar Program	J. Berg	D. Burnham
Fulton Lecture	President's office	B. McBride
Gladstone Award for Excellence in Teaching	AL	C. Barrett
Grant Recipients Reception & Faculty Authors Reception	JR	S. King
Grants Matching Funds	JR/ST	F. Farnsworth
Honorary Degree Committee	SB	T. Bolduc
Inaugural Lecture Series	JR/President's office	S. King/B. McBride
Institutional Grants	TS	C. Mason
Institutional Review Board (Human Subjects Review Committee)	JR	K. Gillespie
Johnson Safety Protocols	PB	•
Learning Resources (peer tutoring, academic support for students)	Y. McShane	J. Brewer
Leave Moving Allowance	JR	L. Dunton
Library	M. Roy	D. Bernier
Middlebury College Museum	PB/R. Saunders	•
NEASC Reaccreditation	SB	T. Bolduc
NEH Summer Stipends	JR	L. Dunton
New Faculty Orientation	JR	S. King
New Faculty Winter Term Seminar	JR	S. King
Northeast Deans' Website	AL	C. Barrett
Office Assignments	SG	K. Parent
Perkins Award	JR	S. King
Phi Beta Kappa	S. Watson	K. Simmons
Post 3-year Review Consultations	JR	C. Barrett/D. McDurfee
Program Enrichment Funds (Endowed)	SG	L. Dunton
Promotions Committee (PC)	AL	D. McDurfee
Reappointments Committee (RC)	AL	D. McDurfee
Recruiting (procedures and permissions)	AL	C. Barrett
Recruiting (participating in interviews)	JR, SG, ST, PB	C. Barrett
Research Compliance	ST	K. Gillespie
Salaries (academic support staff)	AL	C. Barrett/P. Richards
Salaries (faculty)	AL	C. Vincent/D. McDurfee

ACADEMIC ADMINISTRATION	OFFICE	ADMIN. SUPPORT
Salzburg Seminar	JR	L. Dunton
Scholarly Publication Subvention Fund (SPSF)	JR	L. Dunton
Senior Awards (Commencement prizes)	L. Ayers	T. Grant
Senior Research Fellowships	L. Gates	C. Norden
Senior Work Funding (Senior Research Project Supplement, Hoskins Family Fund and Kellogg Fellows)	L. Gates	C. Norden
Staff Appreciation Awards	D. Donahue	S. Neil
Start-up Funds for Faculty	AL/JR	L. Dunton
Student Academic Travel Fund	L. Gates	C. Norden
Student Accessibility Services	J. Litchfield	•
Student Judicial Appeals	AL	C. Barrett
Summer Research Assistants	L. Gates	C. Norden
Undergraduate Collaborative Research Fund (UCRF)	JR	L. Dunton
Undergraduate Research Office (URO)	L. Gates	C. Norden
van de Velde Lecture	JR	S. King
Winter Term	SG	K. Parent

RESPONSIBILITIES

ACADEMIC COORDINATORS

Coordinator of Academic Office Support (CAOS)

The position of Coordinator of Academic Office Support serves as supervisor of the coordinators and provides training, development, and support for the Academic Coordinators. The CAOS coordinator schedules a required monthly meeting for all coordinators to discuss new procedures, improved strategies for performing shared tasks, and other issues of common concern. When necessary, training sessions are scheduled to introduce new software and upgrades. The CAOS coordinator approves time sheets, organizes and participates, with the department chair or program director, in all academic coordinator performance evaluations. The CAOS coordinator also assists department chairs in the recruiting of new academic coordinators when positions become available. He or she meets monthly with the smaller CAOS Council and the DOC to discuss issues that concern academic coordinators as a group.

Coordinator Role and Responsibilities

Mission Statement

Facilitates the educational mission of the department(s) and affiliated programs by providing administrative and technical support to the chair(s) and faculty members. While the duties of academic coordinators may vary somewhat from department to department, all coordinators provide support to faculty, staff, and students while ensuring compliance with college-wide administrative procedures.

Academic Coordinator Expectations

- Consistently provides a high level of accurate, organized, efficient, and confidential administrative support
- Shows initiative and works independently to facilitate daily tasks, administrative deadlines, and various department projects/goals
- Has the flexibility to adapt to a changing work environment and advances in technology
- Provides continuity and stability during department/program transitions
- Maintains a consistent and dependable work schedule
- Contributes to a positive and professional work environment

Coordinator Responsibilities

All coordinators provide support to faculty and students while ensuring compliance with college-wide administrative procedures. Below is a comprehensive list of tasks, some of which may not be performed by all academic coordinators.

Highest Priority (to meet administrative deadlines)

- *Faculty Recruiting:* set up position(s) using current software program, arrange for approved ad copy to be posted in selected publications, train search committee members to use software, monitor applicant database, prepare recruiting schedule for on and off-campus interviews (travel, lodging, meals, seminars), prepare candidate folders for the administration, and provide chair with final statistics for recruiting report

- *Budgets*: review budgets monthly, assist chair in preparing department budgets for next fiscal year, process all purchase requests and reimbursements, monitor and update chair regularly on spending
- *Course Catalog*: proofread catalog copy and submit edits to Academic Affairs
- *Registration*: complete Banner forms and submit to Academic Affairs, review data entered, process any changes/corrections, enter placement exam results into Banner prior to registration, and enter waivers/approvals as necessary
- *Commencement*: print senior transcripts for course verification by the chair, submit tentative and final honors candidates to the Registrar's Office, coordinate with Events Management the processing of vouchers and certificates for senior awards, schedule and organize senior department reception and any other department commencement activities
- *Record retention*: Follow guidelines for maintaining and disposing of all confidential material

High Priority

- Advise chair/faculty of academic guidelines and deadlines
- Maintain all department files (syllabi, thesis database, student forms, etc.)
- Organize all department lectures and events: prepares lecture contracts and tax forms, secure funding and prepare budgets, secure travel and lodging arrangements, reserve rooms, hire caterers, prepare for technology needs, hire crowd control managers, and publicize event
- Review class and exam schedules--communicate changes/errors to Scheduling Office
- Assist faculty with any academic scheduling needs
- Organize exam materials and envelopes for self-scheduled exams
- Assist with posting class cancellations
- Order office supplies
- Maintain operation of office/building equipment and request repairs as necessary
- Direct prospective students to meet with department chair or faculty member
- Assist current students through proper channels for completing all requirements
- Assist new faculty and Assistants in Instruction with office set-up
- Assist and prepare for Visiting Winter Term Faculty assigned to department/program
- Maintain accurate information on department's main web page
- Update office hours on the web
- Hire, delegate tasks and oversee student office assistants - including approving time sheets
- Participate in CAOS meetings, computer training, and workshops
- Schedule monthly meetings with department chair

Medium Priority

- Maintain student files for advising purposes
- Hire and organize schedule of student workers for course screenings
- Attend department meetings and take minutes, upon request from the chair
- Schedule vans/buses for class field trips
- Prepare information needed for department representative at Academic Forum
- Order desk copies, and help prepare course packs
- Sign department and college forms on behalf of the chair (with prior agreement)
- Assist in preparing and submitting vouchers for faculty grants, and upon request, printing budget reports from Banner
- Review, process, and disseminate information from college departments and other sources

- Maintain knowledge of auxiliary departmental procedures (Events Management, College Store, Mailing Services, LIS etc.)
- Sort and distribute mail

Low Priority

- Label and send/bring senior honor theses to Special Collections-Davis Family Library
- Photocopy course materials or send to Reprographics (with agreed upon lead time)
- Assist with completing library reserves, textbook orders, and reserving films for courses
- Assist with grant proposal forms
- Distribute exams when necessary (illness, professional meeting)
- Assist with the printing of letters of recommendation
- Assist faculty with computer questions
- Forward first-class professional mail for faculty on leave

The following items are not the responsibility of academic coordinators:

- Filling in for faculty at Academic Forum
- Determining that seniors have met course requirements for graduation
- Advising students on course content and curricular issues
- Meeting with prospective students and parents
- Preparing the Final Recruiting Report (assisting with the preparation by providing the Chair/Director with final statistics *is* the responsibility of Academic Coordinators)
- Arranging travel for FPDF or for faculty on leave
- Correspondence and preparation of book reviews, essays, manuscripts
- Creating or updating individual faculty member's web page
- Personal errands, ordering business cards, phone calls, or faxes
- Duties related to a faculty member's position in an outside professional organization
- Forwarding of personal or non-business related mail while faculty is on leave

CHAIR RESPONSIBILITIES

Administrative Responsibilities

- Ensure that the department is represented at start-of-semester events (e.g., Academic Forum).
- Sign major declaration forms, approve senior degree audits, and verify graduation requirements for graduating seniors.
- Assist new majors in choosing an advisor, if requested, and ensure that advising responsibilities are spread evenly across the faculty in the department.
- Present diplomas at commencement.
- Review coordinator's performance annually. In some departments/programs, the Chair/Director also conducts annual performance reviews for other staff (e.g., technical support staff). All staff performance reviews must be completed and documentation submitted to HR by March 31.
- Approve grant proposals submitted by departmental colleagues by signing the 'blue sheet.'

Budgetary Responsibilities

- Serve as budget administrator for and provide oversight of departmental budget, including regular (monthly) tracking of expenditures and ensuring that funds are allocated appropriately.
- In addition to monthly monitoring of expenditures, conduct a mid-year assessment of actual expenses relative to budgeted amounts to ensure that any necessary adjustments to spending are made such that the department does not exceed its approved budget.
- Complete annual budget requests for additional funding or reallocation.
- Submit equipment requests to the Dean of Curriculum.
- Provide oversight of departmental enrichment funds.
- Provide oversight of endowed funds (e.g., for guest lectures).

Curricular Responsibilities

- Review and approve new course proposals prior to submitting to Curriculum Committee.
- Develop teaching schedule and course offerings, ensuring that the department is meeting its obligations with respect to FYSE, CW courses, and teaching courses outside the prime time slots.
- Review and approve individual teaching plans, ensure that faculty are teaching within the teaching guidelines, and work with individual faculty who are *not* teaching within the guidelines to develop a plan for meeting the expectations of the guidelines.

Personnel Responsibilities

- Complete the responsibilities outlined in the handbook for colleagues under review, including consultations before the First Review.
- Submit position requests for new faculty positions or for leave replacements to the EAC.
- Oversee recruiting of new faculty.
- Submit recruiting reports by May 30 for any year in which your department recruited a new faculty member.
- Ensure that new and untenured colleagues are effectively mentored within the department.
- Meet with the VPAA/DOF to discuss annual faculty salary forms.
- Be familiar with college policies on non-academic leaves, and assist colleagues requesting medical, parental, or other non-academic leaves.
- Respond to any other personnel issues that may arise within your department.

COLLEGE POLICIES

ANTI-HARASSMENT/DISCRIMINATION POLICY AND POLICY AGAINST SEXUAL MISCONDUCT, DOMESTIC AND DATING VIOLENCE AND MISCONDUCT, AND STALKING

Policies

Department chairs and program directors are frequently the first to hear reports involving potential harassment, discrimination, sexual misconduct, domestic and dating violence and misconduct, stalking or related retaliation involving students or other faculty or staff. Chairs and directors should thus be familiar with the College's *Anti-Harassment/Discrimination Policy* (which includes the College's policy on Sexual Relationships between Faculty and Students) and the College's *Policy Against Sexual Misconduct, Domestic and Dating Violence and Misconduct, and Stalking*. These policies are available online at [go/antiharassment](#) and [go/sexualmisconduct](#) (see also the links below). It is particularly crucial that Chairs and Directors be familiar with policies and best practices in this area.

[go/antiharassment](#)

[go/sexualmisconduct](#)

Mandatory Reporting

Any staff or faculty member who learns of an incident of sexual misconduct, domestic or dating violence or misconduct, stalking, harassment, discrimination or related retaliation involving a student or covered third party (as defined by Middlebury's policies) must report this information to Middlebury's Title IX Coordinator, a HRO, or a JAO (see below for contact information), unless their status as a confidential resource precludes this disclosure. Confidential resources include the staff of the Parton Center for Health and Wellness, the staff of the Chaplain's Office, MiddSafe Advocates, or other medical, counseling, support or religious personnel and volunteers who are required by law to maintain confidentiality.

Faculty and staff with supervisory responsibility are expected to report all incidents of sexual misconduct, domestic or dating violence or misconduct, stalking, harassment, discrimination or related retaliation involving employees to the Title IX Coordinator, a HRO, a JAO, the Vice President for Academic Affairs/Dean of Faculty or Provost (faculty matters), or to Human Resources (staff matters) (see contact information below).

If it's an emergency please call Public Safety at 802.443.5911 or dial 911.

Resources and Support

If someone has experienced sexual misconduct, dating or domestic violence or misconduct, or stalking, please encourage them to seek immediate medical attention, even if they aren't sure if they have any physical injuries. Please see the links below to *Sexual Violence Resources and Information* for information on medical care options, including examination by a Sexual Assault Nurse Examiner (SANE), and services offered by *Parton Center for Health and Wellness* and *Porter Hospital*.

If the incident occurred within the last 24 hours, if possible, the individual should try to preserve any evidence before their medical exam by not washing or changing clothes, brushing teeth or hair, eating, or other actions that might compromise evidence. Even if more time has passed, it may still be possible to collect evidence, and it is certainly possible to be evaluated for other injuries and tested for sexually transmitted infections and/or pregnancy. Collecting evidence in no way obligates the individual to file a complaint with Middlebury or the state, but preserves this information in the event that the individual decides to make a report that could lead to criminal prosecution, or seek a protection order, at a later date.

The individual has the right to report the incident to the police and/or seek a protective order from a court (or to choose not to do so). Middlebury will provide assistance if the person decides to pursue either option.

If the individual is not sure whether to report the incident or needs other forms of support, encourage them to consider talking with a counselor on or off-campus. They may not feel ready to talk about what happened, but counselors can provide a confidential and safe space to explore any feelings or challenges that have arisen after the incident. See the links below to *MiddSafe (Middlebury Safe and Confidential Advocates)*, *Parton Center for Health and Wellness*, *Employee and Family Assistance Program*, *WomenSafe*, and *Counseling Service of Addison County*.

Note: Even if the person wants to seek a confidential resource, faculty and staff must still report the matter to the Title IX Coordinator, a HRO, or a JAO.

Accommodations and Services

Faculty may receive requests from the Title IX office for academic accommodations for students who have experienced sexual assault, domestic or dating violence, or stalking. The law requires institutions to provide reasonable accommodations for reporting parties. Our policy specifically addresses this topic in more detail, but faculty should be aware that such accommodations could include: Deadline extensions, incompletes, course changes, late drops, no contact orders, or other arrangements as appropriate. See “Appendix B (Resources) on the go/antiharassment link.”

Training

All faculty and staff are required to complete periodic online and/or live training on the topics of sexual assault, domestic violence, dating violence, stalking, discrimination, harassment and related retaliation.

Contacts

- *Title IX Coordinator/Compliance Officer*
Susan P. Ritter, J.D., 802.443.3289; sritter@middlebury.edu

- *Judicial Affairs Officer and Title IX designee:*
Karen Guttentag, 802.443.2024; kguttent@middlebury.edu
- *Human Relations Officer and Title IX Designee:*
Steve Collier, J.D., 802.443.3474; scollier@middlebury.edu
- *Human Relations Officer and Title IX Designee*
Earl Fechter, J.D., 802.443.3426; efechter@middlebury.edu
- *Department of Public Safety:* 802.443.5911
- *Middlebury Police:* (802) 388-3191 or 911
- *Human Resources:* 802.443.5465; <http://www.middlebury.edu/offices/business/hr>
- *Vice President for Academic Affairs/Dean of the Faculty:*
Andi Lloyd, 802.443.5735; lloyd@middlebury.edu
- *Provost:*
Susan Baldridge, 802.443.5518; scbaldridge@middlebury.edu
- **Parton Center for Health and Wellness:* Health Services: 802.443.5135;
*iCounseling Services: 802.443.5141
- **MiddSafe* (students-academic year only): 802.377.0239
- **Employee and Family Assistance Program* (employees only): 800.828.6025
- **College Chaplain:* 802.443.5626
- **WomenSafe* 24-Hour Hotline: 1.800.388.4205
- **Porter Hospital, Middlebury, VT:* 802.388.4701
- **Counseling Service of Addison County (CSAC):* 802.388.7641

Sexual Violence Resources and Information

[go/sexualviolenceinfo](#), or <http://www.middlebury.edu/studentlife/sexualviolenceinfo/>

**Denotes a confidential resource*

FACULTY HOUSING PROGRAMS

If your department is recruiting this year, you may be asked by candidates about the College's housing programs, which are summarized on the web at http://www.middlebury.edu/about/handbook/faculty/faculty_housing. A brief overview of the college's housing programs follows.

College Rental Program

The college has a rental program for new and untenured faculty members. Full details of the program can be obtained from the Business Services Office (x5504, http://www.middlebury.edu/about/handbook/faculty/faculty_housing). All full-time untenured faculty are eligible for College-owned housing, but newly hired faculty will be given priority. Housing is not a guaranteed benefit offered by the College, but a convenience the College is pleased to supply when possible. If you are discussing faculty housing with job candidates, it is important to stress that housing is determined by lottery, and in most years demand for college housing exceeds supply. The College does maintain a listing of non-college housing available for rent, and new colleagues should be directed to that listing (available at the link above).

College housing is allocated by lottery each spring. By April 15 of each year, VPAA/DOF Office will forward to the Business Services Operations Manager the names of new faculty members joining the faculty the following academic year, and a current mailing address and email address for each. On or around May 1, Pam Norton, the Operations Manager, will email each new faculty member information on the lottery process for assigning faculty housing and the address for the College website that lists all available housing with floor plans, pictures, and details on each unit. New faculty members will be requested to send a ranked list of their preferences via email to the Operations Manager by the deadline set by the Operations Manager. Requests are filled by a random lottery, held no later than mid-May each year.

Mortgage Program

Middlebury College has a mortgage program, in partnership with the National Bank of Middlebury, to assist faculty in the purchase of their first home in the Middlebury area. The program is open to tenured or tenure-track faculty who have passed their first review, and to athletic faculty with 5 years of service. A full description of the program is available in the Faculty Handbook at http://www.middlebury.edu/about/handbook/faculty/faculty_housing. You can refer interested faculty members to the Business Office (x5504) or the National Bank of Middlebury (802-388-4982).

INSTITUTIONAL REVIEW BOARD

The purpose of the Institutional Review Board (IRB) is to protect human subjects who participate in original research conducted either at Middlebury College or by an employee or student of Middlebury College. (Regarding the jurisdiction of the IRB, references to the campus, students, faculty, or staff of "Middlebury College" includes MIIS, Bread Loaf, and the Language Schools.) It is intended to ensure researchers follow the federal guidelines with regard to the treatment of human subjects.

Human subject research involves the systematic collection of personal or private data from or about living human beings. Any discipline may involve human subject research. Sociological,

anthropological, and psychological studies often involve human subjects; research in areas such as biology, economics, geography, history, and political science also can involve human subjects.

Anyone who engages in scholarly research using human subjects as an object of study, either on- or off-campus must first obtain approval from Middlebury College's IRB. Persons who must apply for approval include:

- Middlebury College faculty and staff
- Middlebury College students who conduct independent research on or off campus
- Researchers not affiliated with Middlebury College, conducting primary research with subjects on campus
- Anyone analyzing unpublished data collected at the College

In addition, anyone affiliated with Middlebury College who is preparing a grant proposal involving human subjects must obtain the signature of the IRB Chair on the Middlebury College Grant Proposal Endorsement (Blue Sheet) and must apply for IRB approval no later than 60 days after submitting the proposal. See the College's IRB policy for more information on who must submit an application at go.middlebury.edu/irb.

The IRB is a standing committee that has members from both the Middlebury and Monterey campuses. It meets once per month while classes are in session to review proposals that require full committee approval. The Committee reviews other proposals (e.g., minimal risk research) within two weeks from the time the board receives the proposals.

Applicants should submit, at least a week in advance of the board meetings, an application with appropriate materials documenting original human subjects research. The application is an online form that is submitted through the IRB website at go.middlebury.edu/irbapp. This site also includes information about the materials that must accompany the application.

Meeting dates and submission deadlines are listed at go.middlebury.edu/irbdeadlines.

INTERNATIONAL TRAVEL

Chairs should be familiar with policies on international travel, summarized in the following checklist for faculty/staff engaging in research abroad, and should refer colleagues traveling international to the information below.

Faculty/Staff taking Student Research Assistants Abroad

Before students research assistants are paid, reimbursed, or have expenses covered

(airfare/food/lodging), please be sure you have completed the following.

- Check to see if your student research assistant needs approval from the college in order to participate on the research project with you.
- If research is to be done abroad in a country where there is a U.S. State Department travel warning, students must go through a review process overseen by the Global Operations Committee. Students will be asked to complete the [International Activity Approval Form](#) in which they describe the risks and their emergency action/contingency plans. A decision will be communicated to the student within two weeks of receiving the request for review. If approval

is granted, the faculty member will be expected to continue to monitor the situation that prompted the second level of review from the time of approval through the students' return.

- Ensure that the student has registered his/her travel in the college's [Travel Registration](#) system (for every trip abroad). Although registration is not currently required of faculty members, we strongly encourage you to register your own travel in that system.
- Ensure that students have secured adequate international insurance (medical, evacuation, and repatriation). Middlebury students can purchase a plan for the duration of their time abroad through [HTH Worldwide](#) for approximately \$50.00/month. Students who wish to enroll can enter code EWG-9608 on the home page under "Have a Group Access Code?".
- Provide your student research assistant with the pre-departure checklist for students available [here](#). (There is also a faculty checklist for your use on the same page.)
- Students who aren't going to be paid (even if you are covering their expenses) must fill out the [Volunteer Form](#).
- If you hire a Middlebury student who is not a U.S. citizen, please have the student consult with the [Tax Office](#) and the [International Student & Scholars](#) office to ensure that s/he fully understands the tax obligations and immigration issues. If the student is a citizen of the country in which the research is being performed, there could be substantial tax obligations.
- For additional information, see the Global Operations committee website: http://www.middlebury.edu/international/global_operations/students.

Other tips for faculty/staff research abroad

Visa – before you go

- Ensure passport is valid for at least 6 months beyond your intended stay.
- Obtain appropriate documentation to travel, study, work and/or reside in that country.
- See http://www.middlebury.edu/international/global_operations/travel for visa agencies and be sure you apply for the appropriate visa if you will be on "college business" while abroad (including grant-funded projects). The US State Department has "Country Information" for all countries.
- You may need official permissions for your research or for aspects of it (e.g., human subjects, archaeological research). You place yourself and Middlebury at risk if you do not obtain appropriate permissions.
- Keep copies of your passport and visa and work permit at home and with you when you are travelling.
- Register with Middlebury's Travel Registry: <http://www.middlebury.edu/international/travel>.
- Register with the [U.S. State Department](#) or with the embassy of the country of your citizenship.

Health and Safety

- Review required (and recommended) immunizations on the [Centers for Disease Control](#) website.
- Be prepared to handle any health expenses. Middlebury College health plan covers costs outside the U.S. but you will probably need to pay and then request reimbursement.
- Bring your insurance card and proof of insurance letter with you. Bring local emergency numbers and the Global Rescue card or contact information.

- Check whether required medication is available in your destination country or stock-up on supplies before leaving; verify that your medications can be taken into the countries you are visiting.
- Check whether your insurance covers medical evacuation and repatriation of remains. All benefits-eligible faculty and staff are enrolled in [UNUM's Worldwide Emergency Travel Assistance](#) program.
- Review U.S. Department of State's country specific briefings.
- Create an emergency protocol.

Travel

- For car rental: check age restrictions and driver's license requirements. If you have AAA, check to see if there's a counterpart that provides services. Check on zip car availability. Purchase the insurance offered by the agency.
- Bring a calling card for emergencies and make sure it works for the countries you'll be in or make arrangements to be able to use a cell phone internationally.
- If federally-funded, all international travel must be on US carriers. Contact the [Sponsored Research Office](#) or [Director of Grants & Contracts Administration](#) for more information.

Finances

- If you are using college funds (including external grants paid through the college), verify the requirements for travel advances and reimbursements with the appropriate budget administrators.
- Use a college p-card (if you have one) for in-country expenses as much as possible (ideally one that's coded to your grant).
- Determine whether you will need cash in local currency when you arrive.
- Determine how you can get cash in host country: ATM? Credit Card? Traveler's Checks? Wire transfers? Checks? Bank drafts? Bring an emergency reserve in cash or traveler's checks in USD.
- Bring debit/credit cards and the information on card (number of card, phone number to call in case cards are stolen). Notify debit/credit card companies of your travel plans. Make sure your credit card (Visa, Mastercard, etc.) is accepted in the countries of travel.

Visa and Reporting – after you arrive

- Do you have to register (or get a visa) in your host country/town?
- Are there any requirements to check-in during various intervals?
- Do you have to unregister when leaving?
- Are there any reporting requirements such as tax reporting?

Communication

- Will there be readily available internet access? Will your computer work – is there readily available electricity? Is the voltage the same or do you need adapters? What kind of adapter?
- Does your US cell phone work or do you need a new cell phone or special “card” – where to buy it? What are the costs?
- If you are taking your computer, consult the [Export Control](#) website for advice.

Additional Resources

- [U.S. State Department](#) – international travel advice and information

- [Centers for Disease Control](#) – Travelers Health Information (including what immunizations are required or suggested)
- “Tips for Faculty going on leave”: This is a section of the Academic Affairs website page on the [Research Leave Program](#). Scroll down!
- [Checklist for Students Going Abroad](#): Includes additional information more appropriate for those who don’t travel abroad frequently
- [Study Abroad: Pre-Departure Handbook](#) – although designed for students going abroad on non-Middlebury programs, it could be a helpful resource particularly if you haven’t travelled abroad recently

RESOURCES:

- Midd/MIIS Policies and Procedures for International Activity
- Midd/MIIS Emergency Management Plan

INVITING FOREIGN NATIONALS

The College has a long-standing commitment to international education. We frequently host international visitors who provide unique perspectives on many different topics and issues. The following guidelines are provided to advise you of the process required to successfully invite a foreign national to teach, lecture, or provide other services at Middlebury College and to pay and/or reimburse them for their expenses. The U.S. government has important regulations and processes for bringing international visitors to campus, so we ask for your attention to these guidelines. Many of the items listed here require advance planning, so please be prepared to start planning for an international visitor earlier than you might otherwise need to!

1. If you are thinking of inviting a foreign national to visit, please contact the tax manager by email at Middleburytaxoffice@middlebury.edu or by telephone at x 5633 to discuss the potential tax/payment issues for a foreign national. The Tax Office will contact the visitor to request that s/he submit past visa history and passport information online via a secure website, and will then determine the visitor’s tax status. Be prepared to provide the tax office with the visitor’s full legal name and a valid email (one at which they can receive immediate messages).

Be sure to begin this process as soon as you consider inviting an international visitor. In some countries it can take more than a month to secure an appointment at the U.S. Embassy to obtain a visa. Visitors who choose to visit on a visa waiver can expect to have the maximum in withholding. (In Vermont this is 38.1 percent of their payment.) Assume all visitors will be taxed until the tax office informs you otherwise.

Information for payments to U.S. citizens, lawful permanent residents, and foreign nationals can be found at go.middlebury.edu/ic.

2. If your visitor is currently in the U.S. but not at Middlebury and has been invited to provide services at Middlebury, please check with the individual to find out his or her current visa status. Your visitor may be required to obtain written permission from his or her sponsor to speak at Middlebury.

3. If your visitor is not in the U.S., please try to determine if the visit to Middlebury is part of a longer visit including several other institutions. This may help in determining the appropriate visa for which to apply.
4. In the event that it is determined that the visitor will need assistance from the College to obtain a visa, ISSS (International Student and Scholar Services) will determine the appropriate visa category and any information that is needed. ISSS may be reached by email at: isss@middlebury.edu or by phone at x 5858. It may then be helpful if you have some information about the person in advance. This might include:
 - Full name,
 - Country of citizenship,
 - Country of legal residence (if different),
 - Type of services the person will be performing (e.g., lecturing, teaching, consulting, engaging in research),
 - Inclusive dates of his or her visit,
 - How the person will support him/herself financially while at Middlebury (including the amount your department or program will be paying the person),
 - Any other outside sources of support and the amounts.

If ISSS determines that the College will bring the visitor to the U.S. on an Exchange Visitor visa through our J-visa Program, we will ask you and the visitor to provide ISSS staff with required information. ISSS will prepare and issue a DS-2019 Form so he or she may apply for a J-1 visa. ISSS will also communicate with the visitor about his or her obligations in terms of meeting with ISSS staff once the person is on campus and providing copies of travel documents to show that the visitor entered the U.S. appropriately.

5. Once the visitor has submitted his/her visa and passport information online to the Tax Office, the Tax Office will determine which tax documents the visitor will have to sign and what copies of documents will need to be submitted to the Tax Office. Most documents should be processed prior to the visit. In most cases, the visitor will sign a Foreign National Information Form, which contains all the information s/he submitted online, and a Form W-8BEN (which is the equivalent of Form W-9 for US Citizens). In addition, usually a copy of the picture page of the passport, potentially the visa page of the passport, and the custom office's stamp in the passport when the foreign national arrives in the U.S. are needed. Please submit a copy of all documents with the voucher even if they have been submitted to the Tax Office.

OFFICE ASSIGNMENTS

The Dean of Curriculum will request proposed office assignments for the upcoming year from Chairs in early January. Each Department Chair will submit a list of requested office assignments for their department to Kathleen Parent by Friday, February 10, 2017. That list should include the following:

- who will not be on campus next year (retirements, terminations, and on-leave away);
- who might be on campus but could move to a leave space (on-leave/on-campus, visitors, emeriti);
- new hires, continuing faculty, and faculty returning from leave;
- lab and studio assignments (where applicable);

- part-time faculty teaching less than 50%;
- support staff, in addition to Department Coordinators, who are assigned to academic departments, but whose appointments are not fundamentally teaching appointments.

The Dean of Curriculum will draft a list of office assignments (in consultation with the Dean of the Faculty where necessary) based on the requests that were submitted, using the following order of priorities:

- Full-time faculty according to rank and seniority,
- Part-time faculty (including those on Associate Status),
- Middlebury faculty members on leave at Middlebury,
- Non-teaching staff and visitors.

Factors taken into account in making office assignments include proximity to departmental colleagues or colleagues in programs, need for specialized equipment, possible use of the office in the following year, safety considerations, departmental and/or individual requests, and special circumstances. It is often impossible for a colleague on leave to remain in his/her regular office, but we will attempt to find alternative spaces for those who will be spending their leave in Middlebury.

We attempt to assign offices to one individual whenever possible. However, when office space is at a premium, part-time faculty may be asked to share offices. After resolution of first-round conflicts, the draft list of the respective office assignments will be sent to Department Chairs for review in early-April. Department Chairs will review their department's draft assignments and either acknowledge their approval of the draft assignments or send their additional requests to the Dean of Curriculum by mid-April. After any additional conflicts are resolved, the Dean of Curriculum will circulate the final office assignment list (by late-April).

For planning purposes, Chairs should advise faculty colleagues of the following.

- New faculty colleagues should not expect to be able to move into their offices before August 15.
- Faculty members returning from leave will normally not be able to move in their offices before August 15.
- Faculty members leaving the employ of the College at the end of the academic year will normally be expected to vacate their offices no later than June 30.
- Faculty members going on emeritus status may request space in the library as outlined in the Emeriti Office Policy below.
- Faculty members spending their leaves away from Middlebury must vacate their offices no later than June 30.
- Office moves are typically scheduled during the month of July.

Requests for use of offices prior to, or after these dates, as applicable, should be submitted to the Manager of Office Moves (Thad Stowe, x5457). These guidelines are necessary to allow time to provide all services (for example, painting, shelving, carpet and room cleaning) that have been requested. The Office Move Policy is available at go.middlebury.edu/ompolicy.

Faculty Requests for Library Carrels

Library carrels for faculty members will be assigned on a yearly basis with priority for those *who do not already have office space on campus*, such as those on leave who are remaining in Middlebury and faculty emeriti. Faculty members who have a specific research project or agenda that requires frequent use of library materials will be given priority for carrel assignments. Faculty members who were assigned carrels for 2016-2017 should not assume that their carrels will be renewed for 2017-

2018. Requests for library carrels, including a short paragraph of justification, need to accompany the Office Request forms (submitted to Kathleen Parent) when returned on February 10; otherwise carrels will be re-assigned in response to new requests received.

Emeriti Office Policy

Emeriti whose current research would benefit by having access to a carrel in the Davis Library may apply to the Dean of Curriculum for such study space, if available. In the assignment of these carrels, priority will be given to active members of the faculty on academic leave. Emeriti, like active faculty members, will be asked to describe the specific research project they are pursuing. The assignment of library carrels will take place on a yearly basis and will be reviewed annually thereafter as requests from new Emeriti arise.

The College will, if possible, offer emeriti shared office space in the library. Emeriti newly assigned to a shared library office will be approved for a 3-year term. At the end of the 3-year term, Emeriti vacating library offices will have the opportunity to request a library carrel.

POLICY ON GRADE DISPUTES

Department chairs and program directors are the second line of recourse for students seeking resolution of a grade dispute. The full policy is available in the College Handbook at go.middlebury.edu/gradestranscripts (see section G, Change in Grade). In short, students wishing to dispute a grade may do so as follows.

1. The student must first speak to the instructor of the course. If the instructor agrees with the student, he or she must submit a change of grade form to the Administration Committee.
2. If the instructor does not agree with the student, and the student still wishes to dispute the grade, he or she must next consult with the department chair. If you agree with the student that the grade should be changed, you may submit a change of grade form to the Administration Committee.
3. If you do not agree with the student, and the student still wishes to pursue the matter, the student may then appeal in writing to the VPAA/DOF. The VPAA/DOF will consult with you and with the instructor, and make a final decision.

SPOUSE/PARTNER EMPLOYMENT GUIDELINES

Introduction

Like many liberal arts colleges in rural areas, Middlebury College understands that a candidate for a faculty position and the spouse/partner of that candidate often seek employment simultaneously. In order that Middlebury College continue to be a desirable place to work and live, the College seeks to respond to these needs to the extent it is able by providing informational assistance to spouses and partners who seek employment. Spousal/partner employment is a vital consideration in realizing our goal of attracting and retaining the very best faculty and staff.

Guidelines

Middlebury College will try to facilitate spouse/partner employment in the following ways. The VPAA/DOF's Office and the Human Resources Office will extend assistance to the spouses/partners of present or incoming faculty and staff in their efforts secure employment in the community. A person who is a spouse/partner of a Middlebury College employee, or candidate for

employment, will be considered an internal candidate for posted vacancies for staff positions. Please contact the Human Resources department for more information.

Middlebury College is an active member of the Academic Career Network and the New England Higher Education Recruitment Consortium, regional ventures that seek to address dual-career problems in academic institutions. The Academic Career Network (www.fivecolleges.edu/acn) offers a number of faculty-oriented career support services, including a web-based database of faculty partner profiles, a website that maintains links to academic and administrative positions at member institutions that is available exclusively to faculty partners, personalized notification of relevant career opportunities for registered partners; and career management and networking opportunities. Member institutions include Williams, Amherst, Mt. Holyoke, Smith, Hampshire, UMass Amherst, Trinity, Connecticut, Vassar, Union, Skidmore, and Wesleyan.

Middlebury College also actively cooperates with the University of Vermont, St. Michael's College, and Champlain College to facilitate the sharing of information about faculty positions, including both permanent and adjunct opportunities. Candidates with questions about spouse/partner employment can be referred to the VPAA/DOF.

The New England Higher Education Recruitment Consortium supports a higher education career website to assist job seekers at member institutions. The University of Vermont, Dartmouth, and Champlain College are among the 50 regional member institutions. The New England HERC website can be accessed directly at: www.newenglandherc.org.

Middlebury College, however, cannot guarantee employment for any individual. Spousal/partner employment will be based upon the same principles pertaining to employment elsewhere at the College.

- 1) Middlebury will strive to attract and retain the best faculty and staff.
- 2) While doing so, Middlebury will also strive to increase the number of women and persons of color on its administration, faculty, and staff.

Procedures

When a department chair schedules a campus interview for a candidate for a position on the Middlebury faculty, he or she should inform the candidate that it is College policy to offer informational assistance through the Human Resources Office to a spouse or partner who is seeking employment. The VPAA/DOF will provide the candidate with information about the Academic Career Network, the New England HERC, and other academic career possibilities in the area.

A list of open positions at Middlebury College is maintained on the Human Resources Office website at [go/jobs](#).

This website is also linked to a listing of open academic positions, which will be updated regularly by the academic administration. The candidate should be given the name, address, and phone number of a staff member in Human Resources, as well as the home page website, so that s/he can undertake a search. (Liaison in the Human Resources Office: Cathy Vincent, Manager, Faculty Administration in Human Resources).

Extensive information on employers in the region is available at the state labor department:
<http://www.labor.vermont.gov/>

Local job opportunities are posted by the Addison County Economic Development Corporation:
<http://addisoncountyedc.org/jobs>

In dealing with issues of spousal/partner employment, the academic administration and other college offices can neither guarantee employment nor violate equal employment opportunity for all applicants. The purpose of this policy and these procedures is to make certain that, for spouses and partners of current or prospective employees, information about job opportunities is made as readily and fully available as possible.

THREAT ASSESSMENT AND RESPONSE POLICY

Middlebury's Threat Assessment and Management Team ("TAM Team") is empowered to assess risk and formulate an appropriate response in situations where an individual's behavior and/or statements generate concern that he or she may present a threat to health or safety of others. The TAM Team seeks to mitigate potential risks before they result in harm.

Anyone who believes that an individual has committed or may commit an act of violence, is engaging in behavior or making statements that generate concern about the potential for violence, or otherwise may pose a threat to the health or safety of any member of the College community should call the Department of Public Safety promptly at 802.443.5911, or, **for an immediate emergency, dial 911**. Individuals may also make a report to a Commons Dean or any member of the TAM Team. TAM Team members and contact information are listed on the Team's website: go/threatassessment.

BUDGET OVERSIGHT

ALLOWABLE EXPENDITURE POLICY FOR DEPARTMENTAL AND PROGRAM BUDGETS

In order to avoid a system that would require administrative approvals for minor expenditures, it is important for budget administrators to understand the College's policies regarding allowable expenditures – expenditures permitted with advance approval, as well as expenditures that are not permitted. Because the revenue the College receives from students (in the form of tuition) and from donors (in the form of gifts) is intended to support the College's mission of educating students, we cannot spend College funds on items that are not directly related to that mission. Items that a corporation may routinely pay for out of its profits are often inappropriate for a nonprofit entity.

Listed below are examples of expenditures that are permitted only with the advance approval of Senior Budget Administrators (signature approval required on expenditure or reimbursement documents) and expenditures that are not permitted at all.

Expenditures Permitted only with Advance Approval from a Senior Budget Administrator. Department chairs and program directors should contact the VPAA/DOF for such approval.

- Faculty and/or staff meals at the Grille, except when entertaining visitors
- Departmental retreats (except when using up to \$150 of program enrichment funds)
- Flowers for public department/program events(except when using up to \$50 of departmental funds per fiscal year, *if those funds are available without going over budget*)
- Kitchen Equipment
- Retirement celebrations: chairs/directors may request permission to use up to \$325 of departmental funds per fiscal year, *if those funds are available without going over budget*.

Expenditures Not Permitted

- Artwork for offices
- Briefcases
- Off-campus meals between College employees, except when entertaining visitors
- Alcohol (see policy under budgets)
- Meals for department meetings
- Consumable kitchen supplies (e.g. coffee, k-cups)
- Contributions (political and charitable)
- Expensive desk accessories
- Flowers (except when sent by President's Office, Provost's Office, VPAA's office, Advancement, or HR)
- Holiday decorations, parties, and celebrations (including retirement celebrations)
- Memberships in non-job related professional societies
- PDAs, cell phones, and pagers. (Faculty can request permission to purchase tablets, such as iPads, using certain funding sources, if the intended use is consistent with the educational mission of the institution.)
- Plants for office or special events
- Travel related items:
 - Air travel clubs
 - First class/business class airfare
 - Health club memberships

- Hotel amenities (movies, personal phone calls, laundry expenses, newspapers, etc.)
- Optional conference events (golf outings, tours, etc.)
- Non-business entertainment and travel
- Payment of fines or parking tickets
- Purchase of clothing and other personal items
- Spouse and family-related costs

As this list makes clear, college funds can never be used to cover personal expenses.

GUIDELINES FOR USING DEPARTMENT FUNDS

Departmental Funding of Desk Copies and Course Packs

Chairs should make sure that new faculty understand the College policy outlined here. Faculty who have prepared a course pack for sale by the College Store to students may charge one copy for themselves to the department budget. Chairs should remind colleagues that course packs are often surprisingly expensive, as the cost of permissions is rising rapidly. As an alternative to Course Packs, faculty should be encouraged to place material on reserve whenever possible, either in hardcopy or using the library's electronic reserve system. Expensive course packs are unpopular with students and may be an unnecessary drain on the departmental budget. Departmental funds are not intended to be used to purchase desk copies of books, however. The College Store no longer routinely charges faculty copies of course books to departmental accounts. However, books that are not available as complimentary desk copies and are being used in a course can be charged to a faculty member's departmental budget if s/he presents to the College Store the publisher's letter denying a desk copy. (Because foreign publishers typically do not provide desk copies, or even acknowledge requests for them, a letter is not required for books from foreign publishers.)

To request either examination copies or desk copies, faculty may visit

<http://www.facultycenter.net/cgi-fc/fcPublisherContact.mac/top> (user name 70215, password ptk444). Many publishers now have online request forms; you may also choose to go to their individual websites. Faculty who need a textbook before a desk copy arrives can purchase the book with their own funds at a 15% discount through the store. When the faculty member returns the book to the College Store (it must be in resalable condition), a refund will be made.

Purchase of Alcohol with Departmental Funds

1. Under Vermont State Law, the College can legally provide alcohol when it is served under a valid liquor license.
2. The costs of alcohol served at catered events or purchased at a restaurant may be reimbursed from departmental budgets.
3. The College cannot legally, and will not, reimburse employees for receipts submitted from their own purchase of alcohol.
4. State law does not allow employees or others to bring alcohol into College facilities.

Department Retreats

Costs of retreats for the purpose of deliberating on the academic program and mission of a department or program may be paid from enrichment funds up to a maximum of \$150 in a year. Retreats should be held at College facilities whenever possible (e.g. Hadley Barn).

Program Enrichment Funds

Funds are budgeted each year that are earmarked for lectures and co-curricular programs specific to your department. Vouchers, initiated by the Department Chair, should be submitted directly to Accounts Payable.

Each Department Chair received a memo in the summer detailing that department's allocation for 2016-17 and an overview of the guidelines and procedures for the use of these funds. Please see the Academic Administration website for additional information about Program Enrichment funds.

In 2003, the College created a pooled fund called the *Academic Enrichment Fund* to which faculty may apply for additional support for lecturers, symposia, and conferences. There are also funds on campus for the support of activities focused in particular areas: international affairs, foreign language and culture, the arts, and the environment. Overseers of these funds would welcome ideas for lectures, co-sponsored events, or possible collaborations among colleagues and departments. In addition, if you are planning an event you may wish to contact the Faculty Heads of Commons to find out if a Commons may wish to host or co-sponsor your event.

Departments/programs are encouraged to use these funds for the broad purpose of *program enrichment*, and not to regard them merely as *lecture funds*, unless the funds are restricted for that particular use. If they are not restricted lecture funds, they may be used to cover expenses associated with class outings such as field trips to theatrical and cultural events or museums; they may also pay for honoraria and other expenses directly paid to lecturers, artists, or performers who visit campus in order to enhance specific courses or the discipline in general; and to help cover costs for campus symposia and conferences. NOTE: While meals are often an important component of events, expenditures for meals or catering should not absorb too large a proportion of program enrichment expenditures, *and students should be included in all meals covered by these funds*.

For departments that have “EFxxxx” funding, up to \$500 may be directed toward student research expenses. While some departments may choose to continue to use all of their allocation as they have in the past, we hope that those whose enrichment funds have been underspent, or who have felt the need for more support for student research in their department, will find this flexibility helpful. The Office for Undergraduate Research will continue to make available other centralized sources of funding for student research.

Departments/programs that wish to use their enrichment funds to purchase materials or equipment that would directly benefit our students require the approval from the Dean of Curriculum or his/her designee.

OVERSIGHT OF DEPARTMENT BUDGETS

The Chair is the supervisor of the department budget and is responsible for keeping the department within its budget. Chairs should discuss with Department Coordinators a schedule for monthly budget updates throughout the academic year. Since Chairs do not have full control over charges to several lines of the budget, it is good practice to establish procedures with colleagues that ensure that the Chair is able to provide adequate budget oversight. The Chair must approve all expenses charged to the department budget; see the “Allowable Expenditure Policy for the Academic Sector” in the Appendix for some additional guidelines. Reimbursements for Chairs’ expenses should be sent to Lynn Dunton, Old Chapel 108. If you have questions or concerns about your department budget throughout the academic year, please contact Lynn Dunton (x3085 or via email). Our pathway to financial sustainability requires all budget administrators to ensure that their expenditures remain within the approved budget, and we thus expect that Chairs will keep departmental spending within the department’s approved budget. If unusual circumstances arise and you become concerned about that your approved budget may be inadequate, please alert Lynn Dunton *prior to approving any expenses in excess of your approved budget*. We cannot guarantee that we will be able to make additional funds available to cover excess expenses, but will work with chairs to develop a plan for spending that allows the department to remain within budget.

Specific guidelines for the preparation of next year’s budget will be sent to Chairs by the Budget Office. The proposed budget will require the approval of the VPAA/DOF and the Budget Office. If you have questions specifically about Banner, or would like to request training, please contact the Budget Office by email (budget@middlebury.edu). If you have procedural questions about the department budget process, please contact Lynn Dunton.

USING BANNER TO TRACK BUDGETS

How to Use Banner to Track Budgets

Banner is the computer software that the College uses for most of its activities, including tracking financial data. Banner uses the acronym, FOAPAL, for budget numbers. This stands for Fund, Organization, Account, Program, Activity, and Location. An index is a shortcut to Fund, Org., and Program information, and consists of 6 letters (e.g., DFFPDF is the index for the Faculty Professional Development Fund). Most budgets have an index associated with them, and indexes should be used whenever possible to lessen the chance that an incorrect budget number is used. When using an index, the only other information you need for a complete FOAPAL is an account code and an activity code (if applicable). A table referencing Account/Expense codes that are commonly used by Academic Departments is on the Budget Office website in the Resource Guide for Middlebury Budget Administrators at go.middlebury.edu/middbudgets. More information about access or usage of Banner may be found on the LIS website at go.middlebury.edu/bannerhelp.

Commonly Used Banner Account Codes

Equipment expenses

702120 Media equipment
702130 Office equipment
702210 Academic Equip < \$1000
702220 Academic Equip > \$1000
702310 Computers
702320 Printers
702330 Other computer equipment

Equipment repair

702520 Other equipment repair
702530 Computer equipment repair

Contracted Services

703535 Consultants
703550 Service Consultants
703560 Software Maintenance
703580 Other Contracted Services

Supplies

704020 College Store Purchases
704060 Hardware
704150 Other Supplies
704210 Office Supplies- toner
704220 Office Supplies-other

College Travel

706110 College Travel: Food
706120 College Travel: Lodging
706130 College Travel: Misc.
706210 College Travel: Airfare

Visitor Travel

706610 Visitor Travel: Food
706620 Visitor Travel: Lodging
706630 Visitor Travel: Misc.
706710 Visitor Travel: Airfare

Other Expenses

701020 Toll Calls
704020 College Store
710010 Advertising
710040 Books
710090 Field Trips
710100 Film/Video
710160 Lecturers/Performers
710190 Miscellaneous
710230 Printing
710250 Software
710285 Subscriptions
710520 Non-College Catering/Restaurants
710610 Dues/Memberships: Faculty/Staff

DEPARTMENTAL CURRICULUM

TEACHING EXPECTATIONS AND CURRICULAR PLANNING

Chairs and Directors are responsible for distributing teaching workloads equitably among all colleagues, for ensuring the efficient application of teaching resources, and for ensuring that all faculty workloads reflect curricular, departmental, and/or programmatic needs.

Teaching responsibilities for full-time faculty members are guided by a balance of three measures: course preparations, contact hours, and enrolled students. Full-time faculty members teach an average of 4.5 course preparations, 18 contact hours, and 90 enrolled students per academic year, as averaged over 4 years. All of these numbers represent a total of Fall, Winter, and Spring semesters. Because of differences in pedagogy across disciplines, faculty teaching responsibilities can vary from these averages, provided that these variations maintain a balance between measures that are higher and lower than average (e.g., a colleague may have a smaller-than-average number of courses if they have a higher-than-average number of students or contact hours). The most common teaching schedule is to teach two courses during each Fall and Spring semester, and a Winter Term course every other year. Chairs have flexibility in distributing teaching loads as long as the department average falls within those ranges for any given academic year, and as long as the distribution of teaching loads is such that the Department or Program is meeting its commitment to college-wide curricular needs, including Winter Term, the Writing Program, and the FYSE program. A summary of the specific guidelines follows:

1. All faculty workloads, averaged over a four-year period and including all semesters (Fall, Winter Term, and Spring), should fall within the following ranges:
 - 3.5-5.5 course preparations per academic year
 - 65-115 enrolled students per academic year
 - 14-22 contact hours per academic year
2. Faculty who are below the average in one of these measures by any significant amount should, at a minimum, be at or above the averages in both of the other two, and, to a corresponding extent, above the average in at least one. Chairs/Directors should consult with the Dean of the Faculty if they are unsure about whether a given faculty member's teaching load is consistent with the guidelines.
3. Full-time faculty must teach at least one course in every Fall and Spring semester.
4. Faculty whose teaching loads are above or below these guidelines are expected to work with the Chair of their department or program and/or the Dean of the Faculty to chart a future teaching trajectory that is consistent with these guidelines.
5. A full course release reduces the above averages and ranges by 1 course preparation, 4 contact hours, and 20 students. A half course release reduces each measure by half of these amounts.

6. A single course preparation is defined as a body of material taught in a specific term and listed with a distinct number. A course may include any combination of lectures, discussion sections, workshops, screenings, or any other format that is best suited for teaching a particular subject.

7. The same course taught in two distinct sections in any single term will count as a single course preparation, but with a correspondingly larger number of contact hours and enrolled students than a single section would.

8. Lab sections that require each student to meet for a minimum of 150 minutes per week and are taught solely by the faculty instructor count as 0.5 of a course preparation in total. That is, a course that is taught with laboratory sections will count as 1.5 courses regardless of the number of laboratory sections. The contact hours associated with each lab section do, however, count independently. (A course taught with three 50-minute lectures per week and two 3-hour lab sections per week would thus count for 1.5 courses and 9 contact hours.) In a course where each student attends fewer than 150 minutes of lab per week, a faculty member may combine laboratory sections associated with multiple course preparations to reach the 150-minute threshold for a 0.5 course preparation. (For example, if a faculty teaches two courses, each of which requires students to attend a 75-minute lab each week, that faculty member would reach the 150-minute threshold and be able to claim a 0.5 course preparation.)

9. An enrolled student is defined as one student in a distinctly numbered course. (Students enrolled in different types of sections of a course—e.g., a lecture and a discussion section—count only once.)

10. A contact hour is a 50-minute period in which a faculty member formally meets with students in a required, scheduled, interactive, credit-bearing academic pursuit. Discretionary teaching commitments (film screenings, voluntary help sessions, self-scheduled review sessions) do not count as contact hours.

11. A standard Winter Term course, meeting for 8-10 hours per week, counts as 4 contact hours for the year. This is to make weekly contact hours in Winter Term comparable to those in the regular term so fall, winter, and spring hours can be added together to get a total for the year. The expectation that faculty teach an average of 18 contact hours per year was computed based on this conversion for Winter Term courses. When a Winter Term course meets for more than 10 hours/week, the course counts for half the number of actual weekly contact hours.

12. Because the teaching guidelines are given by the total over all three semesters, Winter Term courses are comparable to Fall and Spring semester courses for the purposes of teaching workload, and thus faculty may teach a Fall or Spring semester course in lieu of a Winter Term course, or vice versa, provided that doing so does not compromise the department or program's ability to meet its responsibility to participate in Winter Term.

13. Team-taught courses in which both faculty members participate fully throughout the semester will be credited to both faculty members as they would if taught by a single instructor. However, faculty members may be limited to two such team-taught courses every five years, unless the team-taught course is part of a contractual obligation. Exceptions to this policy can be granted in advance by the Dean of the Faculty. If responsibilities in a team-taught course are divided between the two instructors, each faculty member will receive credit for 0.5 preparations, half the total students, and

half the total contact hours. There is no limit on the number of courses that a faculty member can team-teach using this division of duty.

14. Department chairs should attempt to distribute thesis supervision duties equitably. Where it is impossible to avoid overburdening a particular faculty member, his or her teaching load may be adjusted in consultation with the Dean of the Faculty.

15. A one-semester senior tutorial of approximately 9 students will typically count as one course preparation, three contact hours, and the actual number of enrolled students.

16. The equivalent of up to four 0700-level student credits of independent senior work per academic year is considered to be a normal part of a faculty member's workload. Student credits of 0700-level advising beyond the expected four may be banked for future course release. Upon accumulating ten student credits of 0700-level advising beyond the expected four, faculty may request a full course release in consultation with the department chair or program director.

17. A faculty member who significantly surpasses these general expectations may apply for one full course release over a five-year period.

Enrollment Limits

Minimum and maximum enrollment of courses is left to the discretion of each department. Normally courses with more than 45 enrolled students will be offered only when major requirements, lecture format, and physical resources dictate that as the most effective pedagogy. Any changes to the enrollment limits must be approved by the Dean of Curriculum and the Curriculum Committee must be notified.

Faculty members teaching in more than one department or program will have to consult with both chairs/directors. On the Department/Program Staffing Report (described under "Overview of Teaching Expectations", above), the Department Chair will provide a proposed maximum enrollment for each course, which will also be used when completing Banner Course Forms.

Banner forms will be preprinted with the enrollment maximum and the anticipated enrollment based on the last time the course was offered. Faculty members will be asked to review these numbers and revise them as appropriate. Enrollment changes should be confirmed with the Department Chair or Program Director.

The maximum enrollment figures will be used by Course Scheduling to assign appropriate classrooms. The maximum enrollment listed on the Banner form for each course should reflect an accurate expectation of maximum class size, as room scheduling proceeds more smoothly when the scheduling office has realistic estimates of course size.

Staffing Reports

The Chair/Director provides oversight of curricular planning to ensure consistent coverage of needed courses, equitable distribution of teaching assignments, and optimal use of staffing resources. Curricular planning culminates in the creation of a Department/Program Staffing Report, summarizing the individual Faculty Teaching Plans that are submitted to the Chair/Director on December 5, 2016. Recognizing that different departments/programs have different curricular

planning structures, the following guidelines are designed to provide an overview of how a Chair/Director might approach the creation of those reports.

Fall semester (beginning in November):

The Chair develops a list of courses needed for the following academic year, divided into F/W/S.

In developing this list, chairs should be mindful of the following: the overall number of courses offered in relevant categories (e.g., 0100-, 0200-, and 0300-level); requirements and electives for the major, minor, or tracks; FYS and College Writing commitments; regular commitments to interdisciplinary programs and the winter term curriculum; anticipated movement of students into upper-level sections.

Program directors should contact program affiliates and invite colleagues either to teach a particular course(s) or to propose a course they wish to teach. Program Directors then contact the Chair of any departmental colleague who may be able to teach a program course, copying the Dean of the Faculty, requesting that the department accommodate the colleague's request to teach the program course. This latter step is not necessary in situations in which a colleague has a contractual obligation to a particular program. The Dean of Faculty will work with Program Directors to try to facilitate availability of departmental colleagues to teach requested courses.

Solicit input and feedback on proposed list of courses from colleagues, requesting that colleagues inform the Chair/Director of:

- Changes to leave schedule/plans,
- New courses for which a faculty member intends to seek approval,
- Any commitments to or interest in teaching courses in another department or program.

Meet with faculty colleagues to review individual faculty teaching plans.

Faculty Teaching Plans are submitted via BannerWeb to the Chair/Director no later than December 5, 2016.

Winter term:

Chairs/Program Directors will review and approve individual Faculty Teaching Plans via BannerWeb no later than January 16, 2017.

Chairs/Program Directors will review Departmental Teaching Summaries and submit via BannerWeb to the EAC no later than January 16, 2017.

Forms will be reviewed by the EAC and the Academic Administration. Department Chairs/Program Directors may be contacted for further discussion of allocation of teaching resources. EAC review will be completed by mid-February.

WINTER TERM GUIDELINES

Course proposals from regular faculty

Faculty members are encouraged to submit proposals for Winter Term courses that will appeal to a broad range of students. Because many juniors are abroad, and many seniors are pursuing independent projects or theses during Winter Term, the majority of students taking Winter Term classes are first- and second-year students. It is therefore important that the majority of courses be offered with minimal prerequisites and made accessible to students outside the major. Ideally, Winter Term courses should satisfy general distribution requirements rather than simply departmental requirements (though it is not necessary that they satisfy any requirements at all). There will of course be instances in which advanced courses are necessary and can be offered, but in general the Curriculum Committee reserves the right to reject a course that would be perfectly suitable for fall or spring semester but is too specialized for Winter Term.

Middlebury faculty members teaching during Winter Term will be expected to submit their Winter Term course proposals to their Department Chair or Program Director for approval. Approval does not mean that the course necessarily fulfills requirements for a departmental major. Rather, department Chairs are asked simply to assess each proposal's general interest and viability as a course and to suggest to the faculty member any changes that might strengthen it prior to its review by the Curriculum Committee. Chairs are also asked to be alert to possible duplication of subject matter in the courses offered by their department or program as a whole. *Middlebury faculty members who are not teaching during winter term will be expected to remain available on campus during the month of January.* For more information on Winter Term Course Structures and General Procedures, please refer to the College Handbook.

Course Proposals from visiting Winter Term faculty

Regular faculty members are asked to bear in mind that the College has a need for approximately 60 qualified visiting instructors each Winter Term as a result of the revised Teaching Load Guidelines and Winter Term release for Chairs, Directors, and certain committee members. Faculty members may assist in recruiting potential visitors, if they wish. Colleagues at other academic institutions, successful guest lecturers, and local artists and professionals are all possible visitors. When issuing an invitation for a potential visitor to apply, faculty should forward to the potential visitor this link, where relevant guidelines and documents can be found: <http://www.middlebury.edu/academics/administration/wtvisitingfaculty/guidelines>.

These guidelines describe the structure and purpose of Winter Term for those who may not be well acquainted with the College, so that each potential visitor will be informed about the College's curriculum, grading policies, and expectations for Winter Term courses before he or she attempts to submit a proposal. Please do not make any commitments to a potential visiting instructor. Fewer than half of the submitted course proposals were accepted for Winter Term 2017. Finally, housing is a critical issue; any help in locating housing for a visitor will be greatly appreciated. Winter Term proposals from both visitors and regular Middlebury faculty members for Winter Term 2017 were due on April 1, 2016. Winter Term proposals from new Middlebury faculty members or those returning from leave are due on September 16, 2016. *NOTE: If you are planning to invite a foreign national for Winter Term, please first contact the International Student and Scholar Services Offices at 802-443-5858.*

Enrollment and Banner Registration

Standard enrollment limits for all Winter Term courses will be a maximum of 22 students for regular courses, 38 for team-taught courses, 18 for language courses (per instructor), and 12 for

College Writing. Exceptions will be made for studio art courses, lab courses, and other special cases at the discretion of the Curriculum Committee. If enrollment pressures warrant, up to three students may be added after registration, for a total of 25 for a single-instructor class.

Winter Term Banner registration occurs over a 3-day period with students with 8-16.99 credits earned registering on the first day, students with 3-7.99 credits earned registering on the second day, and students with 17-36 credits earned registering on the final day. Students register for their top course choice. If that course has filled to the maximum enrollment, the student is notified immediately, and can then select another course. The Winter Term Course Catalog and the schedule of class meeting times will be available to students on the web prior to registration.

Courses that enroll fewer than 10 students may be cancelled. In reviewing courses for a given Winter Term, the Curriculum Committee takes into account the course's enrollment any previous times it was offered.

Hosting Visiting Faculty

All visiting Winter Term faculty, even those whose courses are interdepartmental (INTD), will be assigned to a host department. Kathleen Parent will coordinate with the appropriate support offices for book orders, library information, ID cards, and other general support. However, host departments will be asked to:

- Help arrange office space for visiting instructors by asking faculty members on release time to share their offices;
- Receive mail for visitors;
- Provide access to photocopiers (a separate budget number will be provided); and
- Maintain contact with the visiting instructor and facilitate communication between students and visitors.

Due to an increased number of visitors who have their own cell phones, the College will no longer provide a phone extension or voice mailbox, but each visitor will be given an email account and network connection for using computers in our computing labs. Housing for visitors continues to be limited, and is at the visitor's expense. Although the college assists in accommodating a limited number of housing requests for individuals who are willing to share living space with other visiting instructors, it is ultimately the visitor's responsibility to secure housing. There have been instances in the past when some visiting instructors have stayed with the friends or colleagues who invited them, but a faculty member who invites a visitor is under no obligation to house him or her for the month.

Student Options for Winter Term

Students are required to earn Middlebury credits during two winter terms. All first-year students must enroll in a winter term course their first winter term at Middlebury. This includes both September and February matriculants. The second credit may be earned by enrolling in a winter term course, a credit-bearing independent project, a credit-bearing internship, or by studying abroad and earning winter term equivalent credit. (A minimum of two winter term credits and a maximum of four winter term and summer study credits combined may count toward the graduation requirement of 36 course credits.)

Independent Projects (0500 Work)

Students with 8 or more credits may submit a proposal to their faculty sponsor for on-or off-campus winter term independent work either as a continuation of their major or minor or as work outside of their major or minor as long as:

- They have not completed more than two units of winter term independent work; and
- They have received the approval of the chair or director of the department or program in which the work will be completed.

Students are not allowed to pursue independent projects during their first winter term.

How to Apply: Contact a faculty member in the department/program in which the work will be done to ask if they will advise the project; once approved by the faculty member, the student should register for that faculty's independent project section during the registration period (or by add card after the registration period has ended).

Deadline: Ongoing until the Add Deadline.

Winter Term Internships

Winter term internships involve significant high-level exposure to the fundamental work of an organization, with ties to a student's academic and/or professional interests. They challenge students to apply their liberal arts learning in a real-world setting, and provide students with an opportunity to reflect meaningfully on the connections between their classroom learning and their outside-the-classroom experiences. Internships can be pursued during winter term and students can apply for the opportunity to earn academic credit for their work in reflecting upon, and making meaning of, the internship experience. The Curriculum Committee oversees this process, in partnership with individual faculty members and with the Center for Careers & Internships (CCI). To apply, students identify an internship opportunity and a faculty member whom they wish to advise them in connection with the internship. If the faculty member agrees that the internship provides a worthwhile opportunity for the application of liberal arts learning, the student and faculty member together develop a plan for the academic work that will express the student's thoughtful reflection on the internship and its connections to their learning. The student then submits the faculty member's approval and supporting documentation to the Center for Careers & Internships (CCI), as detailed on the [CCI website](#). Students in these approved winter term internships spend a minimum of 25 hours per week (or 100 hours total) at their internship site, and complete the agreed upon academic work. At the end of the internship, the student, the faculty member, and the on-site work supervisor submit evaluation reports. The faculty member grades the student's work in response to the internship on a Credit/No Credit basis. Students with fewer than 8 credits may not undertake winter term internships for credit, and students who take more than one internship in four years should pursue them in substantially different fields. A student may not repeat the same winter term internship for credit. A relative may not function as an internship supervisor. If the internship is in a non-English speaking-country, the committee will expect competence in the language of that country, although exceptions apply. Students can also pursue internships during winter term without receiving academic credit. More information about internship opportunities and the application process for winter term internship credit is available from CCI in Adirondack House (visit the internship pages on the CCI web site at [go/internships](#) or contact Cheryl Whitney Lower, ext. 5798). More information about the faculty member's role, appropriate academic work in connection with

internships, and grading of such work is available from the dean of curriculum (contact Suzanne Gurland, ext. 5323).

Deadline: 11/11/16; deadline extended to 11/30/16 for students who do not need on-campus housing.

Study Abroad during Winter Term

Proposals/applications for study abroad in an accredited program for winter term credit must be submitted to International Programs. These proposals do *NOT* need to be submitted to the Curriculum Committee. Students must apply to International Programs by **October 15** for pre-approval of winter-term off-campus courses. No courses/programs will be approved after the fact. Programs must be at least four complete weeks long (regardless of the total number of contact hours) to earn a maximum of one unit of Middlebury credit. The program/course must meet for at least the same number of hours, over the four weeks, as an equivalent Middlebury course. A program that meets more than 36 hours will NOT receive additional credit. Only a program/course that meets the definition of "liberal arts" (in other words, students should not take courses that are of a pre-professional nature such as business, journalism, etc.), and receives a letter grade of C- or better, may be applied to the Middlebury College degree. Programs/courses graded on a pass/fail basis or audited are NOT transferable. The grade earned in a pre-approved winter term study abroad program will be recorded on the Middlebury transcript and will factor into the GPA. The transcript reflecting work completed must be issued by an accredited institution of higher education. Students will be notified if credit is pre-approved after International Programs reviews their applications. For more information, please see

http://www.middlebury.edu/international/73780/programs/winter_term.

Deadline: October 15, 2016

Opting Out of Winter Term

Students who elect not to participate in winter term MUST still participate in winter term registration by enrolling in the No-Credit, "Opt-Out" option. Students registering for this No-Credit option will not receive academic credit during winter term, and will not be eligible to remain on campus. This option is not available to students who are participating in their first winter term, i.e., students who entered Middlebury in the Spring or Fall of 2016. Students participating as a member of a Middlebury College winter team sport MUST be enrolled in an academic credit-bearing course during winter term.

Winter Term Student Led Courses

Proposals for student-led courses may be submitted to the Curriculum Committee. Such proposals will ordinarily originate with a student or group of students. The proposals must be reviewed and supported by a department or program prior to their submission to the Curriculum Committee. The participants in a student-led course are normally presumed to have studied at the college level in areas relevant to the proposed course. However, some student-led courses may be designed to provide an intensive introduction to a new area. The number of participants in student-led courses may normally be no fewer than five and no more than 12.

The chair or director of the department/program supporting the course will forward, via email to Kathleen Parent, a written endorsement of the student leader and will designate a faculty supervisor for the proposed course. The designated faculty supervisor will also forward, via email to Kathleen

Parent, a statement accepting this role. The Curriculum Committee will consider this information along with the course proposal form. The student leader will organize and conduct the course and propose its syllabus. Student leaders shall consult with the faculty supervisor on a regular basis. The faculty supervisor shall determine credit. These courses are graded Credit/No Credit. Student-led courses are subject to the following restrictions:

a. The proposal should be submitted to the Curriculum Committee by the end of the second week of the fall semester.

Deadline: September 22, 2016

b. A proposal must include a departmental recommendation of the course and its leader, a detailed syllabus, and a list of interested students who will participate in the course if it is offered. Proposed work assignments and meeting schedules must also be submitted.

c. If the student leader drops the course, it will be canceled automatically.

WINTER TERM CHECKLIST 2017

Function	Person/Office Responsible	Comments
Regular Faculty and Visitor Winter Term Course Approval Notification	Kathleen Parent <i>Proposal Deadline for New & Returning Faculty: September 16, 2016</i>	Notification of approved WT courses will be sent to the faculty member and Dept. Coordinator and will include budget amounts for course enrichment. Coordinators should contact Kathleen Parent if they're not sure which of their faculty are teaching a WT course.
Banner Form Deadline from faculty October 2, 2016 Banner Data Entry: October 3 – October 14	Kathleen Parent	
Winter Term Catalog	Kathleen Parent Changes to WT course descriptions are due by September 23, 2016	Available on the web: October 27
Winter Term Schedule	Kathleen Parent	Available on the web: October 27
Winter Term Registration	Registrar's Office	Registration: Oct 31 – Nov 2
Signatures for Visiting Faculty Add/Drop Cards	Kathleen Parent In Progress: November 2-January 15	Students needing signatures on Visiting Faculty add/drop cards <u>prior to the start of WT</u> should be referred to K.Parent in Old Chapel 107. Once classes begin, students should contact the visiting instructor.

Visas	International Student and Scholar Services	Joani Taylor
Book Orders/Library Reserves	College Store & Library (Dean Leary, Kellam Ayres) In Progress: October	Visiting faculty are contacted directly by these departments <i>Midd Faculty Deadline: November 1, 2016</i>
Office Assignments	Host Department	DCURR has assigned host departments for visiting instructors; Chairs will designate office space for visitors within their department. Departments need to inform Kathleen Parent (by Sept. 23, 2016) of the assigned office space.
Ordering Office Keys	Kathleen Parent will order all office keys and necessary classroom keys for visiting instructors.	
LIS Needs In Progress: October	Shel Sax	Visiting faculty will receive a form from LIS asking about technology needs.
Email/Server Access	LIS	All visiting faculty will have email and server access but will not receive individual computers. Computer labs will be open and accessible. *Accounts will be accessible in mid-November
ID Cards	Public Safety	*ID cards will be available in mid-December
Photocopy Access	Printer Management/Telephone Services *In cases where only 4 digits are necessary in photocopiers, please use 4748.	For the month of January all photocopiers will be programmed with the number 84748 (visit), and should be used by all visiting faculty.
Mail	Host Dept. Coordinators Visiting Faculty will be instructed to receive their arrival packet and office keys from K. Parent, and will then be directed to their host department for mail and support.	Coordinators will provide mailboxes for visitors in a space within the department to encourage departmental interactions. At conclusion of WT, Coordinators should advise Mailing Services to cease delivery.
Course Rosters	Kathleen Parent and Departmental Coordinators	Visiting faculty will receive a course roster in their arrival packets, but may request updated rosters from the Departmental Coordinator.
Grades	Registrar's Office	Faculty enter grades via BannerWeb.
Course Response Forms	Sandra King	After being processed, course response forms will be sent to the Middlebury email accounts.

Winter Term Independent Work Deadline: Ongoing until Add Deadline	Department/Program Chairs	Students interested in pursuing independent projects (either on or off-campus) must consult with the Department which the work will be completed.
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SUMMER STUDY

The complete Summer Study Guidelines are available in the College Handbook at go.middlebury.edu/handbook.

1. General

- a. The Curriculum Committee is responsible for the general administration of the Summer Study academic program. All courses must be approved first by the Curriculum Committee, which may make or suggest adjustments in proposed courses in consultation with those concerned, and then by the VPAA/DOF who, in consultation with other College administrators, will review proposed courses for logistical and financial feasibility. Only courses approved by both the Curriculum Committee and the VPAA will be offered.
- b. Each course proposal should contain the following items: title, description, class format, prerequisites, maximum effective size, and budgetary requests (if any). Summer Study courses should include recommendations concerning academic distribution and cultures and civilizations distribution requirements.
- c. The same grading system applies to all students taking a particular course for credit. Summer Study courses are graded on an A-F basis unless special arrangements are made through the Curriculum Committee (e.g., occasional independent projects or other courses where the instructor decides that the special nature of the course is better suited to honors/pass/fail grading). All Summer Study course work must be completed by the end of the Summer Study period. Grades of incomplete will be submitted according to existing procedures except that in the Commons dean's absence, the student and faculty member will consult directly with the Dean of Students or the Dean of Students' designate. Incomplete work must be satisfactorily completed by the last day of classes of the following fall term.
- d. Auditing of Summer Study courses is not permitted.

2. Summer Study Course Structure and General Procedures

- a. Unless an exception is granted by the Curriculum Committee, enrollment will normally be limited to 15 students per instructor in any Summer Study course, and 25 for a team-taught course. The enrollment limit for a Summer Study course that satisfies the College Writing requirement will be 12 students.
- b. During the Summer Study period, faculty and students are involved in a maximum of one academic credit-bearing course at a time (including Language Schools, Bread Loaf School of English, and other Middlebury programs). Summer Study courses must meet for a minimum of four weeks and 32 hours of instruction, during the available Summer Study period.

c. A maximum of two Summer Study credits will count toward required credits for graduation. A maximum of four Winter Term and Summer Study credits, combined, may count toward the graduation requirement of 36 credits.

d. Summer Study course registration:

(1) Students are not required to enroll in any Summer Study offering. Students who do enroll must have already matriculated: they may not take a Summer Study course in advance of their first semester or term as Middlebury students.

(2) Summer Study course offerings will be announced the preceding winter or spring. Students will apply to the faculty member offering a particular course, and only those students receiving faculty approval will be permitted to register. Students will register via procedures announced by the Registrar's office

(3) Changes in course registration may be made only during the first three days on which the class meets during the Summer Study period. Due to time constraints during Summer Study, late adds are automatically charged a late fee of \$50.

(4) A student who misses the first class meeting of a Summer Study course must be excused by the faculty member or it will be assumed that the student has dropped the course.

POLICIES AND OPPORTUNITES FOR STUDENTS

Chair Oversight of Independent Projects

Chairs and Program Directors play an important role in the oversight of student independent projects, both in terms of approving those projects and ensuring that the work of advising those projects is distributed equitably among faculty in a department or program. The election of an independent research project (0500-0700 level work) provides an opportunity for a student to engage in independent work in his or her field of interest. It is a privilege open to those students with advanced preparation and superior records in their fields; exceptions to these restrictions will be considered by submitting a request to the Curriculum Committee. The 0500 (and higher) projects in a student's major or minor department must be approved by the department. All 0500 (and higher) projects outside the major or minor departments must be approved by the Chair/Director of the department or program in which the work is to be done. Students who have earned 17 or fewer credits, not including AP credits, are normally not permitted to undertake independent work during the Fall and Spring semesters. Exceptions may be considered upon written request to the Curriculum Committee. Students with 8 or more credits may pursue independent work during winter term, or summer study, provided the 0500 course is offered then. A student is limited to four 0500 projects in any discipline, not including winter term independent projects. Independent study courses are graded on an A-F basis unless special arrangements are made through the dean of curriculum (e.g., occasional independent projects where the instructor decides that the special nature of the course is better suited to honors/pass/fail grading).

Fellowships Program

The college is committed to identifying competitive candidates to compete and succeed in prestigious national scholarship and fellowship competitions. Although most competitive awards

support postgraduate study, there are several highly selective awards for undergraduates. Promising students should be encouraged to meet with a fellowship adviser early in their undergraduate career.

Results of national merit-based competitions and information on award opportunities are online at go.middlebury.edu/fellowships. The Fellowships Program is located in the CTLR, Davis Family Library 225.

The fellowships below are currently advised by Lisa Gates, Associate Dean for Fellowships and Research (x3183). You may find more information at go.middlebury.edu/fellowshipslist.

- Beinecke Scholarship
- Churchill Scholarship
- Fulbright Grants (with Professor Jeffrey Cason)
- Gates Cambridge Scholarship
- Goldwater Scholarship
- Keasbey Scholarship
- Marshall Scholarship
- Mitchell Scholarship
- National Institutes of Health Graduate Partnership Program
- National Institutes of Health Oxbridge Scholars Program
- National Science Foundation [NSF] Graduate Research Fellowship Program
- Payne International Development Fellowship
- Pickering Foreign Affairs Fellowship
- Rangel International Affairs Program
- Rhodes Scholarship
- Saint Andrews Society of New York Scholarship
- Schwarzman Scholarship
- Soros Fellowships for New Americans
- Truman Scholarship (with Professor Bert Johnson)
- Udall Fellowship (with Professor Christopher McGrory Klyza)
- Elie Wiesel Prize in Ethics
- Watson Fellowship
- Yenching Academy Scholarship

Undergraduate Research, Senior Work, and Academic Travel Funds for Students

(Administered by Undergraduate Research (URO) in the Center for Teaching, Learning and Research by Lisa Gates, Associate Dean for Fellowships and Research.)

Undergraduate Research supports students conducting independent and faculty-mentored research through advising, information about opportunities, funding for research and academic travel and the Summer Research Assistant Program. They also coordinate the Spring Student Symposium, an annual event presenting student research in a professional environment. Through URO, faculty mentors can also find information about funding sources, working with undergraduate researchers and resources available through Middlebury and through the Council for Undergraduate Research

(CUR), a national organization focused on undergraduate research. Contact Lisa Gates for more information on CUR, professional development opportunities, and resources at [go/uro](#).

The following funds are to support student travel and research related expenses:

1. Academic Travel
 - Provides travel grants for students to present at or attend academic conferences and symposia (maximum grant: \$1000 to present, \$350 to attend)
 - No deadlines, ongoing application review; apply at least one month before travel date. See [go.middlebury.edu/atf](#)
2. Senior Research Project Supplement (SRPS)
 - Support of up to \$350 for students conducting senior work; applications should be submitted prior to project start and are reviewed upon submission
 - For support up to \$1,600, three application deadlines, October 1, mid-January and April 15. See [go.middlebury.edu/srps](#)
 - For support up to \$3,000, apply with the SRPS deadlines to the Hoskin Family Fund for research in developing or rapidly changing nations. See [go.middlebury.edu/hoskin](#)
3. Kellogg Fellowship
 - Provides \$5,000 for student and \$1,000 to advisor to support senior work in humanities or area of humanistic inquiry. Deadline is March of student's junior year. See [go.middlebury.edu/kellogg](#)
4. Selover Research Fund
 - American Studies funding for Smithsonian J-term internship (early October deadline) or student research projects in Japanese Studies (rolling deadline). See [go.middlebury.edu/selover](#)
5. Baldwin-Coney Scholarship for Geology Field Camp
 - Up to \$2,000 to students to help defray the cost of attending a geology field camp. April deadline. See [go.middlebury.edu/baldwinconey](#)
6. Academic Outreach Endowment for Service Learning (Administered by Tiffany Sargent, Community Engagement, DKE Alumni House)
 - Students and Faculty eligible to apply
 - See description above (#2 under "Course Development & Curricular Programming")

Summer Research Assistantships for Students

The following student research grants (ranging between \$4,300 and \$5,300) are available each summer. The deadline for these grants is in early March. The faculty mentor submits the funding application and then after approval an SRA form to hire the student research assistant.. See [go/summerfunds](#)

1. Allen Fellowship
 - Rising senior in BIOL, CHEM, PHYS with an excellent academic record, sports or extracurricular activities—activities showing college spirit

2. Beck Fund
 - Research with a biology faculty and focus in botany
3. Bicentennial Fellowship
 - Available to students in all science disciplines
4. Curry Fellowship
 - Rising senior woman in BI planning an honors thesis; continuing with a research career in biological sciences
5. DeWitt Fund
 - Undergraduate research in the natural sciences
6. Easton Research Fellowship
 - Rising senior science major (BIOL, CHEM, GEOG, GEOL, MATH, CSCI, PHYS, or PSYC) to support summer research prior to their senior year
7. Harnest/Gleason/Mon Chemistry-Biochemistry Fellowship
 - Faculty mentor must be in CHEM; preference to Chem/BioChem major
8. Miller Palen Fund
 - Student research in the sciences
9. Ostro Family Molecular Biology and Biochemistry Fellowship
 - Student participating in a collaborative research project with a faculty member in Molecular Biology and Biology
10. Reilly Fund
 - Research focused on the environmental sciences
11. Roddy Fellowship
 - Pre-med students and faculty research advisors working on medically-relevant research
12. Ryan Fund
 - Supports an undergraduate summer research fellowship with preference in the sciences
13. Xinmei Cai '00 Undergraduate Summer Research Fund
 - Supports undergraduate summer research opportunities, with preference for female math or computer science majors
14. White Fellowship
 - Rising senior participating in a collaborative research project with a faculty member in the Geology Department
15. UCRF (Undergraduate Collaborative Research Fund)
 - Research for mainly non-science projects

16. Undergraduate Research in the Sciences

- Research for women pursuing careers in the sciences and engineering

17. Undergraduate Summer Research Fund

- Gift fund to support summer research - focus may vary

Keeping Track of Majors: Senior Audits and Degree Verification

Department chairs are responsible for approving degree audits for senior majors, and for verifying that degree requirements have been met. Students are required to submit a degree audit form to the Registrar's Office during the first semester of their senior year. The department chair or program director reviews and signs the student's plan for completion of the major (page 1 of the degree audit form). Departments should retain copies of signed forms.

In the second half of the spring semester, Chairs and Program Directors are asked to verify that all graduating seniors, both majors and minors (if applicable), have met the requirements of the major or minor.

In the second half of the spring semester, Chairs and Program Directors are asked to verify that all graduating seniors, both majors and minors (if applicable), have met the requirements of the major or minor.

Senior Awards

Senior Awards will be presented during the department/program Commencement weekend receptions or at other end of the year events as determined by each department/program. The Department of Event Management will provide you with the yearly letter describing your department's awards and the amount available for each award. Each department or program will still be responsible for reporting the winners' names back to the Department of Event Management for the Commencement program by the stated deadline. It is essential to meet this deadline to be sure the award recipients' names are able to appear in the program. *The Department of Event Management will advise departmental coordinators on the appropriate process. Changes to the award description must be approved by College Advancement prior to January in order to be considered for the May award process.*

External Departmental Reviews

In 1996-97, the academic administration began the practice of conducting—as a norm—three external reviews of academic departments and programs each year. An external review provides an opportunity to enhance and improve our academic programs and to shape the future of the curriculum. It also offers an occasion for chairs/directors to anticipate future staffing needs, and for faculty to reflect on pedagogical practices and the role of their department or program within the College. If your department/program is chosen for a review, a letter outlining the procedures that will need to be followed for the review will be sent to you by the Academic Administration. A multi-year schedule for reviews is circulated to the chairs annually; you may request a copy from the Dean of Curriculum (by email: dcur@middlebury.edu). We try to accommodate departmental requests for an earlier or later review. An overview of the timeline for an external review is provided below. Departments that wish to request an external review at a time other than that indicated on the schedule should do so by contacting the Dean of Curriculum (by email: dcur@middlebury.edu).

Schedule Overview

- Each academic department/program will be reviewed approximately once every ten years.
- The chairs of departments under review will be notified during the academic year prior to the review and will consult with the administration regarding the appropriate semester for the review.
- In January of the preceding year, a meeting will be held for chairs with upcoming reviews to provide an overview of the process and answer questions.
- Approximately 6 months prior to the review visit, the chair will provide recommendations regarding potential review team members.
- In the months preceding the review, department faculty will undertake a thorough self-study, consisting of a narrative and supporting materials. The Office of Planning and Assessment will provide relevant data to the department in support of the review. The self-study and supporting materials should be submitted to the Dean of Curriculum at least 2 months prior to the review team's visit.
- When the review team report has been submitted to the Dean of Curriculum (usually 4-6 weeks after the review), it will be reviewed by the academic administration and shared with the department.
- Within two months of receipt of the report, the department meets to discuss the report and prepares a written response.
- Within six months of the review visit, the academic administration will meet with the department to discuss the report, the department's response, and next steps. Agreed upon next steps will be recorded in a memorandum of understanding, and items in the MOU will be followed up as appropriate by the department and/or the academic administration.
- At the end of each academic year, departments will be asked to produce an annual report, which includes any efforts or changes made as a result of the external review.

EVENTS PLANNING

COMMENCEMENT WEEKEND RECEPTIONS

Policy regarding department/program receptions funded by Commencement budget

1) Timing

The reserved times available for Departmental or Program Receptions during Commencement weekend will be confirmed by the Department of Event Management in the Spring.

2) Alcohol at Receptions

Dining Services is not able to support alcohol service at any Departmental receptions during Commencement week. Under Vermont State Law the College can legally provide alcohol when it is served under a valid liquor license. State law does not allow employees or others to bring alcohol into College facilities. The costs of alcohol served at departmental receptions or purchased at a restaurant may be reimbursed from departmental budgets, but the Commencement budget will not reimburse these types of expenditures. The College cannot legally, and will not, reimburse employees for receipts submitted from their own purchase of alcohol. Departments wishing to provide alcohol at a reception may do so when following these regulations. However, providing alcohol cannot increase the impact of service requirements from any College department. For example, if the size and/or location of your event would require fencing to meet state regulations, alcohol will not be permitted. Questions should be directed to the Department of Event Management.

3) Funding

The Commencement budget will offer a reimbursement to aid in the costs of the Commencement receptions, at a rate that will be determined in the Spring. This reimbursement is available only to departments and programs and only for receptions scheduled during the approved time. End of the year receptions held at other times will not be financially supported by the Commencement budget.

Receptions catered by Dining Services will be charged the appropriate rate, which will be billed directly to the Commencement budget. It will be necessary to provide Dining Services with a list of majors that actually attend the event. Charges that exceed the approved balance will then be charged to the Department.

To be reimbursed for off-campus receptions, faculty must send a completed voucher with the total cost and a list of majors who attended the event to the Department of Event Management. Please do NOT put purchases at stores or restaurants on a charge slip. If you do have to charge something, please charge it to your own department budget and send a completed journal entry form indicating total cost and a list of majors so that it can be reimbursed to the department. The Commencement budget will not reimburse for expenses relating to alcohol (see #2) even if the alcohol is purchased at a licensed establishment. The deadline for submitting vouchers and journal entries will be provided in early Spring.

4) Planning Events

Departments and programs will make reception arrangements through the Department of Event Management, as is done throughout the year. It is not possible to schedule these events at a time when they would conflict with other official college events.

With the high demand for our facilities and catering staff during Commencement weekend, the College is unable to provide off-campus catering or special set-up services for such events (tables, chairs, tents, etc.).

5) Senior Awards

Senior Awards will be presented during the department/program Commencement weekend receptions or at other end of the year events as determined by each department/program. The Department of Event Management will provide you with the yearly letter describing your department's awards and the amount available for each award. Each department or program will still be responsible for reporting the winner's names back to the Department of Event Management for the Commencement program by the stated deadline. It is essential to meet this deadline to be sure the award recipients' names are able to appear in the program. *The Department of Event Management will advise departmental coordinators on the appropriate process. Changes to the award description must be approved by College Advancement prior to January in order to be considered for the May award process.*

6) Any additional information about the Commencement weekend event schedule will come from the Department of Event Management as necessary.

Reception Scheduling Timeline for 2017

To guarantee service support for these events please follow this scheduling timeline:

- Venue scheduled and preliminary food order placed no later than April 7
- Menu finalized no later than April 21
- Final head count to Dining Events no later than 7 days prior to the event
- Final set up details to the Department of Event Management no later than 7 days prior to the event

Due to the volume of events during Senior week, requests for changes later than 7 days prior to the event cannot be supported.

EVENTS PLANNING FOR LECTURES/EVENTS

NOTE: Events *cannot* be scheduled less than seven (7) days in advance of the event date. Planning travel arrangements, invitations, advertising, etc. for any events prior to scheduling does not constitute a reason for approval of your desired date or venue. An event is not approved to occur until official confirmation from the Department of Event Management has been provided that your event and its date and location have been approved. Should your event come in conflict with another event or create a service requirement that cannot be supported, you will be asked to plan the event for another day/time or academic term.

The very first step in planning an event on campus, before finalizing plans with the speaker(s), is for departments/programs to check Middlebury's Events Calendar at go.middlebury.edu/events to look for dates that do not conflict with events on related topics. As not all events being planned are ready for marketing to the public, it is also recommended that an inquiry for conflict check be sent to Event Management to confirm there are no events in the planning process that may impact the ability for an event to be approved.

If your event is performance related (dance, music, theatrical, etc.) and will require support services relating to performance, please consult the Production Advisory Group information found at [go/pag](#).

Please note that the College Handbook identifies certain “black-out” periods when no events should be planned. See [go/daterestrict](#) for more information.

Prior to finalizing arrangements with the speaker(s), it is important that you secure a venue for the event. To do so, submit the online room reservation request form found at [go/eventreserve](#). The Department of Event Management schedules requests in event date order and will confirm your room reservation at their earliest convenience. Without receipt of this confirmation, there is no guarantee that a venue will be made available.

To advertise your event in “Events at Middlebury,” it is necessary for you to submit the information by submitting the online form located at [go/eventreserve](#). Please note that in order to have your event appear on the events calendar, you must first reserve a room for the event. Do not hesitate to consult with the Department of Event Management (x2885) for assistance with the process. When preparing posters for a lecture/event, be sure to give credit to any endowed fund(s) sponsoring the event.

If a department is planning to invite a foreign national to give a lecture, Department Chairs need to consult the Procedures for Inviting Foreign Nationals (see Appendix). (Note: These procedures should also be followed if the department is planning to invite a foreign national to submit a Winter Term course proposal.)

Crowd Control Policy

All venues with an occupancy rate greater than 50 people, must supply a minimum of one trained crowd manager or crowd manager supervisor. Where the occupant load exceeds 250, additional crowd managers must be provided at a ratio of 1 crowd manager/supervisor for every 250 occupants unless otherwise permitted by the following:

1. This requirement does not apply to assembly occupancies used exclusively for religious worship with an occupant load not exceeding 2000.
2. The ratio of trained crowd managers to occupants may be reduced where, in the opinion of the authority having jurisdiction (a State of Vermont Fire Marshal or his/her designee), the existence of an approved, supervised automatic sprinkler system and the nature of the event warrant.
3. The crowd manager is required to attend approved training to be certified as a crowd manager.
4. This requirement does not apply to assembly occupancies in College classrooms where used for nonpublic events. That is an academic class session (students only) or team practices that are for the teams only.
5. Training will be provided through the Environmental, Health & Safety Department on a regular basis as needed.

Accounting and Reporting

Accounting:

- All vouchers go directly to Accounts Payable.
- *The name of the lecturer should be on all vouchers.*
- *The subject and date of the event should be on all vouchers.*
- Please remember that you must use the separate pink Travel Expense Voucher form for any travel expenses and remember to attach all original receipts. All other expenses may go on a regular voucher.
- Include a signed copy of the appropriate visitor contract (go/ic).
- If an honorarium or travel reimbursements are being paid, a W-9 form (see Forms section) should be completed and signed by the lecturer.
- The citizenship status of the lecturer should be on the honorarium voucher.
- Vouchers for payment of meals should include the names of the attendees and whether the meal was a breakfast, lunch, or dinner.

Reporting:

Please keep an electronic copy of the poster and any relevant event information for potential donor reporting.

It should be noted that departments/programs should keep careful track of all expenses charged to their program enrichment fund(s), and not exceed the total amount allocated to their department or program. Any charges exceeding your enrichment budget will be charged to your department budget.

PROFESSIONAL DEVELOPMENT RESOURCES

EXTERNAL FUNDING

Externally Funded Grants

Faculty members are encouraged to seek outside funding to support their research and other scholarly activities. Proposals for grants that will be paid to Middlebury or involve a commitment of Middlebury resources (including the commitment to teach courses) must go through the College's endorsement process, using the internal endorsement form (formerly known as the "blue sheet"). This form is available from the Office of Grants and Sponsored Programs at <http://www.middlebury.edu/offices/support/grants/sro/policies/endorsement>). **Middlebury policy requires that such proposals be approved by the Department Chair.** In this approval the Department Chair certifies that the proposed project is consistent with departmental and Middlebury College research objectives and policy, that space and facilities for effective performance are available, and that the individual initiating the proposal and such other personnel as may be required will be available without interference with their academic duties and will be able to perform the research effectively. The chair may "sign" the endorsement form by sending an email to the Office of Grants and Sponsored Programs (ogsp@middlebury.edu) that includes the following language from the form: *"The attached proposal fits the department's overall program and academic objectives. Adequate space is available or planned to conduct the project. The professional time allotted is realistic and within College guidelines.* For the most recent FY Report on Faculty Grants visit <http://www.middlebury.edu/offices/support/grants/sro/facgrant>.

Matching Funds (Sponsored Research Matching Fund)

This College fund is available to assist with cost-sharing on grant proposals for equipment and faculty research. This fund may also be used to assist with maintenance costs for grant-funded equipment. Proposals that have the highest priority are those for research equipment, student stipends, and supplies for research that involves students; other proposed budget items will be considered depending on the nature of the item and demand for matching funds at that time. The fund may not be used to provide cost-share on faculty salaries (or to free up grant funds to pay for faculty salaries).

Examples of budget items in a grant proposal that could be covered with "matching funds": required cost share in a grant proposal for any expenses related to faculty research, other faculty scholarship or creative activities, or student research; support for travel costs or other research expenses related to a grant-funded project to show "institutional support"; costs related to student research (including student stipends) to show "institutional support"; costs related to a proposed grant which exceed the grant limit. The only limitations are the amount in the Matching Fund budget and the fact that there be no appearance that the fund is supporting faculty salaries.

Faculty members should submit requests to Franci Farnsworth (Associate Director of Grants & Sponsored Programs) for consideration by the Dean for Faculty Development and Research. Requests should be submitted at least two months prior to the grant deadline.

Faculty members may request maintenance costs for grant-funded equipment for the life of the grant or for three years after the warranty expires. Funds will be committed on the basis of the actual cost of a maintenance contract or a reasonable estimate of the costs to maintain a piece of equipment.

IMPORTANT NOTE: “Matching funds” may also be requested during the life of a grant to assist with unanticipated project expenses, hiring additional students, or other unusual grant-related expenses. Examples: replacing equipment or supplies lost due to some kind of catastrophe (e.g., a freezer failure); covering costs that are not allowable grant expenses or appropriate for other college budgets; additional students or student travel expenses. Decisions about use of “matching funds” to support grant-funded faculty research are made by the Dean for Faculty Development and Research in consultation with other members of the academic administration. Equipment items that have been twice turned down by granting agencies have a high priority for college funding in the next budget cycle.

INTERNAL FUNDING RESOURCES

Faculty Professional Development Fund – FPDF

(Administered by the Dean for Faculty Development and Research)

- Up to a total of \$3,000 in any fiscal year, may be pro-rated according to FTE
- Conference travel up to \$800 for conference(s) when not presenting
- Language Teaching Assistants: Conference travel up to \$650 for one conference per academic year
- Support for research needs:
 - Examples of covered expenditures: travel, supplies, up to \$200 per year for membership fees to professional organizations (included within fiscal year allocations)
 - Examples of expenditures that are not covered: dissertation research, personal journal subscriptions, books
- This is not an entitlement nor does it accumulate from year to year
- Deadlines: reviewed continuously, submit applications 1 months prior to travel
- *FPDF web Application form* link can be found on the Academic Administration web page under Funding for Research
- Restrictions and reimbursement procedures can be found on-line on the Funding for Research web page

Long Term Professional Development Fund - LPDF

(Administered by the Dean for Faculty Development and Research)

- 3-5 years in length, \$4,500-13,000, 1-5 awards/year
- Only tenured faculty are eligible
- Priority is given to first-time applicants (these are normally once-in-a-career awards)
- Faculty with endowed professorships are not eligible; if you receive an endowed professorship during the term of your LPDF, your grant will become inactive
- Deadline: late February for projects starting in the next fiscal year (July 1st)

Undergraduate Collaborative Research Fund (UCRF)

(Administered by the Dean for Faculty Development and Research)

- Preference for non-science projects
- UCRF funds are not available to help students in their own independent research projects
(See the description for Senior Work Funds and Senior Research Fellowships)

- Can be used for summer research assistants. The deadline for summer projects is early March (*if funding permits*). Maximum summer award will be announced.
- UCRF cannot be used for students who have graduated
- Deadlines: reviewed continuously, with a final deadline during the first week of the spring term. Maximum award for academic year projects will be announced

Faculty Research Assistant Fund (FRAF)

(Administered by the Dean for Faculty Development and Research)

- Provide wages during the academic year for student assistants for faculty scholarship or course development
- Through allocations to Departments and Programs, up to 12 hours per week to work with several faculty members (deadline is late September)
- For short-term or individual needs, through the office of the Dean for Faculty Development and Research, on recommendation by the Department Chair or Program Director (150 hours maximum per academic year or 75 hours maximum per semester)
- FRAF cannot be used for summer projects
- Students who have graduated cannot be hired

Reprints and Subvention (Administered by the Dean for Faculty Development and Research)

The College will assist faculty with production costs and reprint costs for scholarly publications through the Scholarly Publication Subvention Fund (SPSF). All requests should be made using the application available on the Academic Administration web page and sent to the DFDR.

- Reprints. Assistance will be in the form of the cost of 100 reprints, normally not to exceed \$300 for a single set
- Page Charges, Submission Fees, and Copyright Fees for Articles. There is a maximum grant amount of \$2000 per article.
- Scholarly Books and Artistic Works. Assistance will be provided (as funding permits) for tenured and tenure-track faculty, and faculty whose appointments make them eligible to serve on Faculty Council (as defined by the faculty in Spring 2014) to cover production costs when an academic publisher requires a subvention as a condition for publication. Special appointment faculty who are eligible to serve on Faculty Council may also draw on the subvention support *if funding permits*. It may also be used for indexing, copyright or permission fees, or copyediting (i.e., copyediting of the final version of a manuscript after it has been accepted for publication). The funds for copyediting will only be paid to an independently-hired editor (not to the publishing press). The maximum grant amount for each book project is \$2500 and repayment is not required. Because of the financial pressures affecting the world of publishing, there may be special circumstances that would warrant additional subvention support. Faculty members may also apply to the VPAA/DOF for a loan to cover production costs in excess of \$2500. Such loans are to be repaid by payroll deduction over a period not to exceed 24 months at an interest rate to be established at the beginning of each academic year. The remaining terms will be negotiated between the applicant and the Dean as part of the application process.

Applications may be submitted at any time and must include a written contract with a publisher (if applicable). The faculty member may not be the publisher, producer, or agent.

Start-Up Funds

(Administered by the Dean for Faculty Development and Research)

- Negotiated with the VPAA/DOF during hiring phase

Departmental Budgets

(Administered by the VPAA/DOF)

- Supplies and equipment for courses
- Some departmental budgets contain funds to support the purchase of supplies and equipment for research with students

Course Development & Curricular Programming

1. Ada Howe Kent – (Administered by the Dean for Faculty Development and the Dean of Curriculum)

- Funding (ranging between \$1,500 and \$3,000) for faculty who are developing new pedagogical directions, new courses, and research projects focused on teaching and pedagogy that would benefit from such support
- Deadlines: September 16, 2016; February 6, 2017

2. Academic Outreach Endowment for Community Connected Teaching, Learning and Research (Service Learning)

(Administered by Tiffany Sargent, Director, Community Engagement, 118 South Main)

- For curricular innovation in Community Connected Teaching, Learning and Research (Service Learning) pedagogy
- Up to \$4,000 in all disciplines
- Deadline: April 1 (to Tiffany Sargent) for summer or following academic year projects (applications reviewed each spring). Funding is available after June 1st
- Further information: see community Engagement website or go/aoe

3. Gladstone Award Honoring Excellence in Teaching

(Administered by the VPAA/DOF)

- Recognizes faculty who have exhibited exceptional teaching and mentoring within and beyond the classroom
- Supports a project that will enhance teaching or support collaborative faculty/student work outside the classroom
- Grant of \$10,000, to be expended within eighteen months of the date of the award
- Call for nominations (including self-nominations) will be released early in the spring semester, with proposals due by the middle of the spring semester

Other Faculty Support Funds

1. Leave Moving Subsidy

- Requests should be submitted to the Dean for Faculty Development and Research

2. Emeriti Funds

- Travel and research funds are available for faculty who have retired
- Requests should be submitted to the Dean for Faculty Development and Research.

3. Dependent Care Support

- The office of the Dean for Faculty Development and Research will reimburse faculty for up to \$450 of documented dependent care expenses (including care of children, aging parents, or other dependents) that result directly from professional development activity such as participation in conferences, travel for research, or visits with collaborators at other institutions. The program is not designed to cover on-going dependent care expenses, but rather to address the additional burdens that flow from professional development activity, particularly activity that takes place away from Middlebury.

Please Note:

- The maximum monthly food and lodging allowable expense, when conducting research or attending conferences on College funding, is \$3000.
- As a guideline, receipts are necessary for reimbursements for lodging and food, except in special circumstances when they are not readily obtainable. In such circumstances, faculty may use federal per diem rates for reimbursements.

PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR CHAIRS

We encourage Department Chairs and Program Directors to take advantage of professional development opportunities for academic department chairs. Understanding that most of you would prefer to use FPDF funding to attend conferences to support scholarly work, we are able this year to make a limited amount of funding available to chairs and program directors who wish to attend conferences or other professional development opportunities targeting department chairs. If you are interested in pursuing such an opportunity, contact the VPAA/DOF's office for information on funding.

- ACE Leadership Academy for Department Chairs
(<http://www.acenet.edu/leadership/programs/Pages/Leadership-Academy-for-Dept-Chairs.aspx>)
- Disciplinary-specific conferences:
 - Association of Departments of Foreign Languages Summer Seminars for chairs
(<http://www.adfl.org/seminars/index.htm>)
 - Association of Departments of English Summer Seminars for department chairs
(<http://www.adc.org/seminars/>)
 - American Sociological Association Department Chairs Conference
(<http://www.asanet.org/AM2012/Chairconference.cfm>)

If you find other opportunities that might be of interest to your colleagues, please send them to dfaculty@middlebury.edu, and we will update this list for future versions of this handbook.

PERSONNEL

COORDINATOR PERFORMANCE FEEDBACK AND DEVELOPMENT

Annual Performance Review Process for Coordinators

Academic Coordinators will be expected to complete an annual performance review by the end of March. New coordinators will receive informal evaluations during the first, third and sixth month of employment. Annual evaluations will be due at the end of March thereafter. Approval for “Exceeds Expectations” ratings must be obtained from the VPAA/DOF *prior to* the Annual Performance Review meeting.

The Coordinator of Academic Office Support (CAOS) will notify Chairs and Coordinators, via email, of the upcoming review period and will attach the evaluation form. Upon receiving the evaluation information, the coordinator will schedule, with the CAOS coordinator, a date and time for the evaluation. The form is to be filled out by both the Chair and the Coordinator and sent to the CAOS coordinator prior to the scheduled feedback meeting. Chairs will receive further instruction on the Annual Evaluation Process during one of the regularly scheduled Chairs’ meetings.

Guidelines for Chairs

- Schedule regular (at least monthly) meetings with your department’s Coordinator, and make a point of using those meetings to discuss how things are going.
- If you are seeing performance issues that concern you, do not wait until the annual performance review to reveal your concerns. Contact the CAOS coordinator if you have concerns and are unsure how to proceed.
- Hold a meeting with your department’s Coordinator approximately six months before the next Annual Performance Review (e.g., in the early fall) to discuss progress towards the goals identified in the previous year’s review, and to talk about how you can support your department’s Coordinator in achieving those goals. If you are a new chair, you may obtain a copy of the previous year’s review from Human Resources.
- Take advantage of the resources for supervisors provided by Human Resources. Resources can be found at go.middlebury.edu/supervisors.
- Consider attending a manager workshop (see go.middlebury.edu/managers).

FACULTY REVIEWS AND CONSULTATIONS

Department Chairs and Program Directors should consult the *Middlebury College Handbook Chapters for Faculty* carefully for information regarding their role in reviews of departmental colleagues as well as those who are members of a program. The *Middlebury College Handbook* also addresses the Chair’s and Director’s roles in post-review consultations. The Academic Affairs website contains an expanded section on the Review process at go.middlebury.edu/reviews. Although faculty under review are the intended audience for this website, Chairs and Directors may find it useful to consult this information as well.

FACULTY SALARY FORMS

At an annual salary consultation, department chairs will advise the VPAA/DOF in interpreting annual faculty salary forms. Faculty members may be recommended for salary increases based on

continuing excellence in teaching effectiveness, scholarly activity, and/or contributions to the work of the College through distinguished service. In their report to the VPAA/DOF, Department chairs are asked to call the VPAA/DOF's attention to faculty members who have distinguished themselves in at least one of these areas by notable or exceptional achievements within the previous year as well as identifying faculty members who may be struggling to meet expectations of College faculty. Although it may occasionally be true that all of the faculty members in any particular department are equally accomplished and hard-working, the input of chairs and directors is most useful if it draws distinctions among individuals.

LEAVES OF ABSENCE

Leaves for the purpose of research are described in a separate section.

FMLA is a legal right to unpaid, job-protected time off for certain events, including the birth/adoption of a child. It should be noted that some faculty members may be eligible only for FMLA, others only for Paid Parental Leave (see below), and some for both. When an individual is eligible under both the FMLA law and Paid Parental Leave, both will run concurrently. *FMLA-eligible faculty members are always entitled to exercise their right to a full 12 weeks of unpaid leave within the first 12 months after birth/adoption*; details regarding FMLA can be found in the College Handbook or from Human Resources.

Other leaves are described below. At minimum, faculty are entitled to the unpaid leave provided by the College's adherence to the Family and Medical Leave Policy for the birth or adoption of a child; care of self or certain family member(s) with a serious health condition; certain exigencies arising from a family member's call to active military duty; or to care for a family member injured while on active military duty. (See the Family and Medical Leaves chapter in the College Handbook for eligibility and other details at go.middlebury.edu/handbook.)

Paid Parental Leaves

Faculty Paid Parental Leave is a policy that provides time off and salary continuation, designed to provide bonding time and financial support for faculty members during the important period following the birth or adoption of a child.

Eligibility

The Faculty Paid Parental Leave benefit is available for *full-time* faculty members during the first 12 months following the birth or adoption of a child. In the case of adoptions the benefit applies only when the child being adopted is less than 18 years of age. Paid Parental Leave is provided to faculty members who will be serving as the child's primary caregiver during the period of the leave. The definition of 'primary care-giver' will vary across family situations, but normally the primary care-giver will have primary care responsibility for the child for a significant fraction of the day during the regular work week during the period of the faculty Paid Parental Leave.

Benefit

The amount and timing of Faculty Paid Parental leave will vary depending on whether or not the individual applying for the benefit is scheduled to teach during the leave period and whether or not both parents are employees of Middlebury College. The most common scenarios are described below. When situations arise which do not fall into one of these categories, and when unexpected complexities arise, the VPAA/DOF, in his or her sole discretion, will decide to what extent to adapt the Paid Parental Leave benefit.

Parent Scheduled to Teach

When a child is expected to be born or adopted during a semester in which the parent is scheduled to teach, the faculty member will be relieved of *teaching* duties for the entire semester. Specifically:

- During the first 6 weeks post-birth/adoption the faculty member will not be expected to perform *any* duties, and will receive full salary.
- For the remainder of the semester the faculty member can elect to:
 1. Resume non-teaching duties such as committee work, administrative work, academic advising, and supervision of senior work, in which case he or she will continue to receive full pay, OR
 2. If the faculty member is eligible under the Family and Medical Leave Act (FMLA), he or she can elect to continue leave with no duties generally for up to an additional 6 weeks (see Human Resources for details), in which case he or she would be placed on unpaid leave with benefits.

The following guidelines should be used to determine which semester(s) faculty may be released from teaching duties in the event of a birth or adoption under this policy.

For birth or adoption that is expected to occur:	Semester(s) released from teaching:
October 1 - November 30	Fall & WT
December 1 – January 31	WT & Spring
February 1 – May 15	Spring
May 16 – September 30	Fall

Parent NOT Scheduled to Teach

If the faculty member is not scheduled to teach by reason of academic leave, administrative appointment, or other reason, he or she will be eligible for up to 6 weeks of Paid Parental Leave after the birth or adoption, assuming he or she will be the primary caregiver during this period. (If the faculty member is eligible under the Family and Medical Leave Act (FMLA) he or she can elect to *continue leave with no duties* generally for up to an additional 6 weeks (see Human Resources for details), in which case he or she would be placed on unpaid leave with benefits.)

Both Parents Employed by Middlebury College

Paid Parental Leave benefits for two-employee couples vary as follows:

- Two-Faculty Couples: In situations in which both parents are Middlebury faculty, and both are eligible under the College's Paid Parental Leave policy, the faculty members will allocate between themselves, in consultation with the VPAA/DOF, a maximum of 12 weeks of fully paid leave. This means, in situations in which one parent receives a

full-semester of paid leave, the other parent will *not* be eligible for a Paid Parental Leave. However, in this case the parent receiving the full semester leave will not be expected to resume non-teaching duties after 6 weeks, and will instead receive a full 12 weeks of Paid Parental Leave.

In cases where neither parent is receiving the full semester leave (because of academic leaves and/or administrative appointments, for example), they may each take up to 6 weeks of fully paid parental leave, with no duties required. The timing of the leave for the first parent to take a leave will obviously be tied to the date of the birth or adoption of the child. However, the timing of the Paid Parental Leave (if any) for the second parent/employee is at the discretion of the VPAA/DOF, and would generally be timed so as not to disrupt a full academic semester. (Many secondary Paid Parental Leaves will be granted during J-Term, for example.) As an alternative, the second Faculty parent could request a course release to be used within 12 months of the birth/adoption. Approval of a course release would be at the discretion of the VPAA/DOF.

- Faculty/Staff Couples: In situations where one parent is a member of the faculty and the other of the staff there are several possible scenarios for the Faculty parent:
 - Faculty Parent who is Scheduled to Teach takes the initial leave: A faculty member who is scheduled to teach during the semester in which the new child arrives/is scheduled to arrive will be eligible for a teaching release and pay as described in the *“Primary Caregiver Scheduled to Teach”* section, above.
 - Faculty Parent who is NOT Scheduled to Teach takes the initial leave: If the faculty member is not scheduled to teach by reason of academic leave, administrative appointment, or other reason, and who will be the initial primary caregiver will be eligible for up to 6 weeks of Paid Parental leave immediately after the birth or adoption.
 - Faculty Parent who takes a leave after the staff parent has used Staff Paid Parental Leave: When the staff parent takes parental leave first, a faculty spouse/partner (who subsequently qualifies as the primary caregiver) may take up to 6 weeks of fully paid parental leave, with no duties required. However, the timing of this Paid Parental Leave is at the discretion of the VPAA/DOF, and would generally be timed so as not to disrupt a full academic semester—during J-term, for example. As an alternative, the Faculty parent could request a course release to be used within 12 months of the birth/adoption. Approval of a course release would be at the discretion of the VPAA/DOF.

Adoptive families

Recognizing that it can be very difficult to predict precisely when a child being adopted will be placed in the home, the VPAA/DOF will work closely with faculty who are adoptive parents to apply the provisions of this policy to their particular circumstances. Generally speaking, faculty who receive their child within a teaching semester during which they have not made previous arrangements for work release under this policy, can elect to be relieved of all non-teaching duties immediately upon the arrival of the child, provided they qualify as primary caregiver. In these

cases, the faculty member would be granted a Paid Parental Leave in the subsequent semester, under the terms described previously.

Effect of Leave on Tenure Review Schedule

If a faculty member in a regular appointment is released from teaching for a parental leave under this policy, that faculty member's review schedule will be postponed by one semester, unless the faculty member requests that the schedule not be so postponed.

Other Medical Leaves

Faculty who find that they need a leave of more than three days for medical reasons should arrange to meet with the VPAA/DOF. More details about the benefits available to faculty needing short- or long-term medical leaves can be obtained from our benefits plan description at go.middlebury.edu/benefits or by contacting Human Resources (x5465).

Disability

Middlebury College provides two income replacement programs for faculty members unable to work due to disability. The VPAA/DOF's office will work with the faculty member and Human Resources to complete any necessary leave and disability pay paperwork and to ensure a smooth transition for the faculty member to and from disability status, including determining eligibility for Family and Medical Leave Act (FMLA) designation (see Employee Benefits section in the Employee Handbook for more information).

Short-term Salary Continuation (STSC):

During the first six months of disability the College will extend the current salary of a benefits-eligible faculty member for whatever waiting period (up to six months) ensues pending the beginning of benefit payments under a claim for Long-Term Disability benefits or, in the event such a claim is not allowed, for up to six months from the date of disability. Application for Salary Continuance should be made to the VPAA/DOF (certification from a physician may be required). Salary payments during this period are net of any sums to which the participant is entitled from Social Security disability.

After a six-month period of salary continuation at 100% the VPAA/DOF may supplement Long-Term Disability (see below) up to 40% of salary for extenuating circumstances. Normally, short-term salary continuation will not be extended for more than one year, or for one year accumulated over a five-year period.

Long-term Disability (LTD):

An eligible faculty member disabled for a minimum of 26 weeks may receive benefits under the College's Long-Term Disability (LTD) benefit plan. LTD provides 60% of pre-disability income replacement during a qualifying and approved disability (see the Middlebury College Health and Welfare Benefit Plan Summary Plan Description or contact Human Resources for details about this plan).

Timetable of Disability pay, benefits, and status:

Many factors, such as a faculty member's length of service, current benefit elections, full or partial disability status, etc. can affect the timeline of pay, benefits, and faculty status. The VPAA/DOF and Human Resources work together to communicate specific timeline information to faculty members experiencing a disability. The chart below illustrates the most straight-forward scenario: it

assumes at least one year of service, tenured/tenure track status, current enrollment in employee benefits and full (not partial) disability.

Sample Disability Timeline (Tenured or Tenure Track Faculty Only)

Time (from onset of disability)	Faculty Status	Salary (level and source)	Benefits Eligibility	FMLA Coverage
0-3 months	Active, on medical leave	100% of salary paid by short-term salary continuation (STSC)	Regular employee benefits continue	FMLA period
3-6 months	Active, on medical leave	100% of salary paid by STSC	Regular employee benefits continue	FMLA ends when individual has been absent from work for 12 weeks
6-12 months	Active, on medical leave	60% of salary paid by LTD; up to 40% covered by STSC	Regular employee benefits continue	N/A
12-24 months	Temporary Inactive status, on medical leave	60% of pre- disability wages paid by LTD	Continuation of Medical, Dental & Vision benefits ; no longer considered "actively employed" under LTD and Life insurance policies, but coverage may be continued under special disability provisions	N/A
> 24 months	Disability retirement status	60% of pre- disability wages paid by LTD until normal retirement age or no longer disabled	Medical/Dental/Vision eligibility similar to emeritus faculty. Period of College-paid individual coverage based on years of service (max 29 months). Life Insurance may be converted, ported or may qualify for Life Waiver of Premium.	N/A

This chart is provided for illustrative purposes only. Factors such as length of service, full/partial disability status, benefits enrollment, etc. may affect timing and availability of benefits and status. Specific circumstances should be discussed with the VPAA/DOF and Human Resources.

Other Unpaid Leaves

Any faculty member on ongoing appointment is eligible to apply for a leave for purposes other than those described previously in this section—including extended leaves (beyond what is provided by the policies described previously) to meet familial responsibilities or leaves to take advantage of extraordinary professional opportunities. Such leaves are without pay, and will usually last for a minimum of one semester, with a normal maximum of one year. Requests should be made to the VPAA/DOF.

The College will do its best to honor such requests, but it is incumbent upon the individual wishing such a leave to apply early enough so that the department affected may have time to plan for a replacement if authorized to do so by the Educational Affairs Committee.

Procedures for Replacing a Colleague on a non-Research Leave

Departments are often able to replace short-term leaves of absence (e.g., 1-2 weeks) internally. If a longer-term leave of absence occurs in the midst of a semester, the Department Chair or Program Director should contact the VPAA/DOF to discuss options for covering courses that are already

underway. If a leave of absence is arranged for a subsequent semester, the Department Chair or Program Director should consult with the VPAA/DOF about a staffing request to replace the colleague taking the leave of absence. Replacement staffing is not guaranteed, but the EAC is able to provide an expedited review of requests—outside the normal timeframe—in such circumstances.

MENTORING NEW FACULTY

Faculty Expectations – Guidelines

The following is a list of expectations and guidelines, intended primarily to supplement College Handbooks and to serve as a practical guide for Chairs to use in mentoring and advising their colleagues. The Academic Affairs website contains a resource guide for new faculty, newly expanded for 2016-17, at <http://www.middlebury.edu/academics/administration/newfaculty>. For general expectations of faculty members at Middlebury, please see the section of the *Faculty Handbook* under Rules of Appointment 1.b. “Principles.”

- In addition to attendance at meetings of the faculty, colleagues are expected to participate in significant all-College events such as Commencement, Convocation, and faculty-related events during Fall Family Weekends. The College will pay for the cost of rental of academic regalia for full-time junior faculty. The College Store offers an interest-free loan program, open to all faculty, to support the purchase of academic regalia. Contact the College Store (x2673) for more information.
- Teaching responsibilities for full-time faculty members are expected to include, on average, 4.5 course preparations, 18 contact hours, and 90 enrolled students per academic year, as averaged over 4 years. These numbers represent a total of Fall, Winter, and Spring terms. The teaching responsibilities are explained in more detail in the section on Teaching Expectations. Colleagues on regular appointment at all ranks are expected to share equally in teaching and advising, including independent and senior work, and to share in the day-to-day tasks necessary for the administration of our academic programs. *Middlebury Faculty who are not scheduled to teach during Winter Term are expected to be present on campus and to carry out normal duties such as advising students, supervising senior theses, participating in departmental governance, and serving on faculty committees.* Winter Term released time is not to be considered an academic leave.
- Faculty are expected to be available (i. e., either on campus, by phone or where appropriate by e-mail), for advising, consultation, committee work, etc., on the days when College classes meet. Faculty are expected to hold at least three regularly scheduled **office hours** per week, arranged so as not to fall in the same course time slot. These should be announced on their syllabus, and posted in their Directory information online. To post office hours online, go to the Directory at go.middlebury.edu/dir and select “Change Information.” After logging on, you will be able to list your office hours for the current semester. Colleagues are encouraged to add “and by appointment” to their office hours because they are expected to meet students by appointment when necessary. They should also outline under what circumstances students may contact them by phone at home and via email.
- When one cannot be appropriately replaced by a colleague, any missed classes should be made up promptly and at times that do not unduly interfere with the other demands on

students' time. Faculty who anticipate missing a significant amount of class time (more than three classes) due to illness or other circumstances should contact the VPAA/DOF.

- College regulations allow for "the equivalent of four days per month" maximum for external consulting--see the policy on consulting and outside employment in the *Faculty Handbook*. Consulting opportunities that require greater time away need to be discussed with, and approved by, the VPAA/DOF in advance. Such consulting should not interfere with the normal class schedule. Consulting obligations that involve contractual arrangements or continuing commitments must be approved by the VPAA/DOF.
- Faculty should make clear at the outset of their courses what their expectations are in terms of attendance/absences, graded work (including format, citations, and submission dates), examinations and final examinations. (See the "Academics" section of the *Middlebury College Handbook* for guidelines.) They should also make a point to remind students of the College policy on plagiarism, and the Honor Code.
- Course materials that students are expected to purchase should be used thoroughly in the course. In cases where only partial use is likely, there is the option of using the electronic reserve system (go.middlebury.edu/eres) at the Library, or of creating a course pack containing the necessary excerpts of books (information is available through the College Store).

In addition to the guidelines for all faculty (above), the information below should also be shared with new faculty.

Colleagues new to Middlebury should discuss grading practices with experienced colleagues early in the term. (A table of grade distribution by department is circulated to faculty every year.) Graded work should be returned to students *promptly* while it may still have pedagogical significance. As a general rule of thumb, assignments of a particular type should be returned with feedback *before* the next assignment of that type is due. Grades should also be submitted promptly on Banner at the end of the semester.

Students should have some sense of their progress in a course prior to the drop-add deadline at the end of the fifth week of classes (seventh week for first-year students in their first semester). Students in serious difficulty should be referred to their Commons Dean and made aware of academic resources available through the Center for Teaching, Learning and Research (CTLR).

If a final exam is to be given, students should be so notified at the outset of the course. No final exams are allowed in the final week of class.

Cancellation of classes immediately prior to or following a vacation almost always places unfair pressure on other colleagues to do the same, and should occur only in an emergency.

New faculty are strongly encouraged to get an early sense of how their courses are progressing. Possible ways to do so include: having students do an evaluation (preferably anonymous and written), e.g., after a month of class and in order to allow time for modifications before the official evaluation done by students at the end of the course; having one's course videotaped for purposes of self-assessment; observation of others' teaching, or of one's own classes by a colleague from within or outside the department (such observation occurs only at the invitation of the individual who wishes to be observed).

Colleagues are particularly encouraged to familiarize themselves with the College policies on the following: "Alcohol and Other Drugs," "Academic Honesty and Honor Code," "Anti-harassment/Discrimination," "Americans with Disabilities Act," and "Rules of Appointment and Tenure," all available at go.middlebury.edu/handbook.

Mentoring in the Department

Chairs play an important role in mentoring junior colleagues, particularly new faculty. The College has a Faculty Mentor program (see below), in which new faculty are assigned to mentoring groups, but that program explicitly avoids pairing new faculty with colleagues from the same department. This leaves an important role for Chairs/Directors in mentoring new faculty. Chairs/Directors are encouraged to identify a specific individual in the department—who may or may not be the chair—to mentor new faculty. In addition to providing mentoring and guidance about the review process, including discussions of departmental expectations about scholarship, these mentoring responsibilities may include the following kinds of activities. Further information and suggestions about mentoring can be found below and in the Retention section at the end of the Recruiting section.

- Introduce new faculty colleagues to other members of the department. The VPAA/DOF may be able to make funds available to support building open houses to introduce new colleagues to the denizens of their building.
- Identify a colleague responsible for accompanying a new faculty colleague to his or her first faculty meeting.
- Meet with new faculty members early to discuss the expectations for faculty at Middlebury (e.g., by going through the Faculty Expectations section of this handbook).
- Discuss departmental practices with respect to constructing syllabi: What information is common to include in your department? What statements about the Honor Code do you expect syllabi to contain?
- Discuss departmental grading practices, and share the departmental GPA data (provided every year) with new colleagues.
- Encourage your new colleagues to think about mechanisms for soliciting feedback on courses partway through the semester (e.g., through anonymous mid-term surveys of students), and advise them on how they might seek out feedback on their teaching, if they so wish (e.g., having a class videotaped, inviting colleagues to visit a class). Note that you cannot require a new colleague to undertake these activities (outside the requirements of the review process, of course), but you can make yourself available should your colleagues wish to seek your feedback.
- Don't assume that you know the kinds of support your new colleague may want; provide your new colleague with opportunities to ask questions of you.

Course Response Forms

In addition to using Course Response Forms (CRFs) in the formal review process, chairs are encouraged to use CRFs in the mentoring process, especially for new faculty and those who will be under review in the near future. Chairs now have online access to course response forms (CRFs) beginning Winter Term 2012 for their departmental colleagues. This is normally set up automatically. In order to login, go to: <https://CRFAccess.middlebury.edu/username>, where “username” is replaced by your college username. You will be prompted to enter your login information used to access email on a daily basis.

If you find that someone is missing from the list of CRFs that you can see, please contact the office of the VPAA/DOF and it will be corrected. If you will be writing for the programmatic portion of a review as the director, you should automatically get access to the CRFs for programmatic courses.

You should also remind your departmental colleagues that we now allow faculty to designate a “CRF-optional” course once every two years. The faculty member must have completed the equivalent of two years of full-time teaching in order to do so. In these cases, the unscanned forms are returned to the faculty member, who will then have the option to include them in the administration’s file.

Mentoring Program

All new faculty are assigned to mentoring groups when they arrive at Middlebury. These groups are constructed so that new faculty are paired up with established colleagues from outside their department. A typical group will have 2 or 3 new faculty and 2 or 3 established faculty, including both untenured and tenured colleagues. Mentoring groups are encouraged to meet monthly during the first year, and may choose to continue to meet after the first year.

MENTORING FOR LONG-TERM RETENTION

The recruiting manual provides an overview of mentoring practices designed to assist with the transition to the Middlebury College faculty. These serve as a foundation for mentoring over the long term as well, and Chairs/Directors are encouraged to review them even if you are *not* recruiting this year. Department Chairs and Program Directors are in a unique position to check in with junior colleagues from time to time, and to serve as mentors—or as a resource to help junior colleagues identify mentors elsewhere on campus. A network of mentors can be critical for helping faculty to navigate the tenure process, resolve complicated issues of work/life balance, and devise a successful and gratifying career trajectory. Chairs/Directors should keep in mind that junior faculty may need to be mentored around mentoring—urged to take an active role in seeking out mentors at the college (and beyond).

Resources for mentoring and the tenure process

- Chairs and Directors should be familiar with the review process, and take full advantage of the mentoring opportunities within that process.
 - *Professional consultation:* This occurs during a candidate’s second year, and is an important for the chair/director and another senior colleague to visit a class and provide feedback on teaching.
 - *Post-review consultation:* Following a successful First Review, Chairs and Directors meet with the candidate and the Dean for Faculty Development and Research to discuss the review, and to look ahead to the tenure review. This

meeting provides an opportunity to invite questions and begin a conversation about the faculty member's trajectory towards tenure.

- The Academic Administration has compiled information and FAQs about the review process at [go/reviews](#), which contains both the Handbook language around reviews, and helpful suggestions contributed by former members of the COR. Although it is designed to be helpful to those under review, Chairs/Directors may also find it to be a useful resource.

Resources for mentoring and work/life balance

- Spousal employment concerns are a significant challenge for many faculty, and are one of the major reasons why faculty choose to leave Middlebury. Chairs/Directors should be familiar with our spousal employment policy found at [go/spousalemp](#).
- Faculty with concerns about spousal employment can be referred to the VPAA/DOF (for spouses seeking faculty positions) or the Associate VP for Human Resources (for spouses seeking non-faculty positions).
- There are resources about Work/Life balance available on the web at [go/worklife](#).
- The Dean of Faculty's office has a small amount of funding to support additional childcare expenses associated with professional development opportunities (e.g., conference travel). The Dean of the Faculty or Lynn Dunton can provide additional information.

General resources and readings about mentoring

- *Why Mentors Matter*. [The Chronicle of Higher Education](#), July 25, 2014; Pages A4-A8.
- *Giving and Getting Career Advice* (The University of Michigan):
<http://www.advance.rackham.umich.edu/career%20advising.pdf>
- Mentoring resources from the University of Massachusetts Center for Teaching & Faculty Development: <http://www.umass.edu/ctfd/mentoring/resources.shtml>
- Top Ten Things New Faculty Would Like to Hear From Colleagues
<http://academicladder.com/top-ten-things-new-faculty-members-would-like-to-hear-from-colleagues>

TEACHING ASSISTANTS

Middlebury College's Assistants in Language are often referred to as Teaching Assistants (TAs). The Teaching Assistant (TA) program is expected to be a 1-year program. Program dates typically run from late August to the day after Commencement in May. On occasion, there may be circumstances when a Language Department Chair may seek an extension for the TA beyond one academic year. An extension must be approved by the Vice President of Academic Affairs (VPAA)/Dean of Faculty (DoF) and International Student & Scholar Services (ISSS) in advance of the Department Chair moving forward with an offer of extension. In addition, an extension may not be feasible based on an individual TA's ability to qualify. Extensions must be processed before the program end date on the DS-2019 visa document.

All Teaching Assistants (TAs) in the languages, except for Chinese, are considered to be students in the BANNER administrative information system. However, TAs are selected by the Language Department Chairs and are hired by the VPAA/DOF since the TAs support the academic program.

Middlebury College typically uses the J-1 Exchange Visitor visa program category “University & College Students/Non-degree” to bring to the U.S. any TAs who require a visa status to enter the U.S. to participate in the TA program. Under this framework, the educational objective and purpose of Middlebury’s TA program is for TAs to learn about and contribute to the teaching of languages at a U.S. liberal arts institution.

Arrival Information: TAs will be asked to arrive about two weeks before the start of Fall Term classes so that they may participate in the New Faculty Orientation and Faculty Meetings. This arrival date also allows time for the TAs to attend a required orientation program, coordinated by ISSS, and to be prepared to assist their department once classes begin.

Department Chairs will make arrangements for the pick-up of their TA from the airport. Travel for the TAs is covered by the recruiting budget. Therefore, if the TA needs assistance with travel from Burlington to Middlebury, Department Chairs may charge the recruiting budget for that expense. We encourage you to use Middlebury Transit, which may reduce costs if they are meeting others coming to Middlebury at the same time. Visit <http://www.middleburytransit.com> for more information about Middlebury Transit services. Alternatively, you or your designate may seek reimbursement for mileage if you/the designate choose to meet your TA at the airport.

Specific details about the arrival dates will be communicated to the TAs via email and with their visa documentation. The Department Chair and Coordinator will also be informed.

Keys: TAs live in special interest housing in on-campus Language Houses. The TA will be informed through arrival communication about obtaining the key code or how to obtain keys at the Public Safety Office. Karin Hall-Kolts will communicate with Public Safety regarding key access for the TAs. Department office keys, if necessary, should be requested and distributed by the Department Coordinator.

ID Cards: The TA will be able to receive a Middlebury College identification “ID” card at Public Safety approximately 48 hours after he/she has checked in with ISSS and completed necessary paperwork at the Student Employment office. This ID card will be used for identification purposes on campus and can be used to gain entrance to campus events that are open to campus ID holders.

Orientation: International Student and Scholar Services (ISSS) coordinates an orientation program for the TAs. (The Department of State requires that individuals in J-1 Exchange Visitor status be given an orientation to campus and to their roles.) ISSS is located in the Service Building (2nd Floor). To comply with U.S. Government procedures, each TA must meet with ISSS staff upon arrival to check in so ISSS can validate their record in the Student & Exchange Visitor Information System (SEVIS). The TA will need to bring the following documents (if applicable) to the TA Orientation: original Form DS-2019 (the form used to obtain a U.S. visa) and a valid passport. ISSS will assist TAs with accessing their electronic I-94 arrival/departure records. ISSS will communicate directly with the TAs and will also notify the Department Chairs and Coordinators of the time and date of this meeting. All first-time TAs must attend Orientation.

Employment Eligibility and Required Paperwork: Any employment issues for the Language Department Teaching Assistants (TA) should be addressed with the Student Employment Office.

U.S. employers must verify the employment eligibility and identity of all employees hired to work in the United States. To comply with the law, employees are required to complete an I-9 Employment Eligibility Verification form. The TAs will complete this form at the Student Employment Office during the orientation. The list of acceptable documents that can be used to satisfy the I-9 requirement can be accessed on the Student Employment Office website at go/seo.

Anyone who legally works in the United States needs a Social Security Number (SSN) in order for the Social Security Administration (SSA) to apply social security and Medicare payments made by the employer on behalf of the employee to the right account in the employee's name. The SSN may also be used as an identification number for taxes and other purposes. Foreign nationals are eligible to receive an SSN if they have permission to work. Generally, F, J, H, TN, O, P visa holders are allowed to apply for a social security number as long as they are authorized to work in the U.S.

If your TA arrives without an SSN, s/he will need to apply for one. ISSS will facilitate a trip to the SSA office located at 58 Pearl Street in Burlington. If the TA misses the opportunity, s/he will need to make arrangements on her/his own to go to Burlington to apply for an SSN. The SSA office is open Monday through Friday, and office hours vary per day. The phone number is: 800-772-1213 or 802-951-6753. There are certain documents the TA will need to bring to the SSA office to apply for the number. TAs should meet with ISSS to ensure they have the appropriate documentation before visiting the Social Security Administration office.

The Middlebury Tax Office will contact the TAs who are foreign nationals regarding their tax status as a non-resident alien and will instruct them on the necessary forms to complete. All new employees will complete a W-4 tax withholding form in the Student Employment Office when they arrive on campus. Paychecks will be sent to the TA's campus address on the regular bi-weekly pay schedule.

J-1 Student (Non-Degree) Exchange Visitor Requirements: Pursuant to J-1 student visa regulations and to maintain their immigration status, TAs are required to:

- a. Limit employment to no more than 20 hours per week. These hours would include the TA's language assistant duties for the department as well as their language house duties. If there is a desire or need to expand the TA duties beyond 20 hours per week, please contact ISSS in advance to determine if it would be allowed under the J-1 regulations and Middlebury policy.
- b. Enroll in, attend, and successfully complete at least 2 credit-bearing courses at Middlebury College (at least 1 course each for Fall and Spring terms). The courses must be taken at Middlebury College and cannot be distance education or on-line courses. This is the prescribed course of study for TAs at Middlebury College.

Failing to adhere to these requirements would likely result in serious consequences. This could result in the TA falling out of good standing with Middlebury College and would likely affect the TA's visa status and their ability to continue in the capacity of TA.

The Department Chair will serve as the TA's academic advisor. This faculty member will meet with TA to answer questions about course selections and expectations prior to registration. Course registration occurs during orientation after the TA arrives on campus.

Medical Insurance: J-1 visa holders and TAs are required to have insurance. TAs are covered under the student insurance policy. The Dean of Faculty Office coordinates enrollment of the TAs in the student insurance program. Each TA will receive an identification card from Gallagher Student Health and Special Risk insurance to present when pursuing care at an off-campus facility.

Housing information: Karin Hall-Kolts, the Residential Systems Coordinator, will house all TAs in pre-determined rooms. The Language House Faculty Advisor will provide Karen with a list of students who will live in the house with the TA and this list will be shared with the TA.

Linens and Furnishings: The TA's room will be equipped with a bed, furnishings, and lighting. The Custodial Department will provide linens (including towels, sheets, blankets and a pillow). It should be understood that these items must remain in the room when the student leaves campus at the end of the year.

Meals: TAs may eat in any of the dining halls on campus. The TA names are included in the early arrival list and may access meals in the dining hall prior to the start of classes.

Photocopy Access: Prior to the Fall Term, the Department Coordinator should send an email request to printermanagement@middlebury.edu or call x5700 to program the TA's ID number into the appropriate photocopiers for departmental business, if the printer requires it.

House Budgets: The TA will work with the Department Chair or designated faculty member regarding Language House programmatic plans and implementation. The Department Coordinator will process vouchers for payment of invoices or reimbursement of expenses with receipts that are submitted for qualifying house expenses. Katy Smith Abbott, Vice President of Student Affairs & Dean of the College, is the senior budget administrator for all Language House budgets. Department Coordinators are not responsible for approving or facilitating House programs.

Residential Life: Doug Adams, Associate Dean of Students for Residential & Student Life, oversees the campus housing and the student residential life staff program. Community Assistants (CAs) are undergraduates on the residential life staff who work with the Language Houses and TAs. Doug is a resource regarding housing and residential life matters.

2016-2017 CONTACTS

ADMINISTRATIVE OFFICERS AND TELEPHONE NUMBERS

President, Laurie L. Patton (5400)

Provost, Susan Baldridge (5518)

Vice President for Academic Affairs and Dean of the Faculty, Andi Lloyd (5735)

Vice President for Academic Development, Tim Spears (5391)

Vice President for Academic Affairs and Dean of the Schools, Jeff Cason (5745)

Vice President for Human Resources and Chief Risk Officer, Karen Miller (5275)

Vice President for Student Affairs and Dean of the College, Katy Smith Abbott (5382)

Chief Diversity Officer, Miguel Fernandez (5792)

Dean of Curriculum, Suzanne Gurland (5323)

Dean of Environmental Affairs, Nan Jenks-Jay (5090)

Dean for Faculty Development and Research, Jim Ralph (5320)

Dean of the Library, Mike Roy (5490)

Director of the Arts, Pieter Broucke (5227)

Director of the Sciences, Steve Trombulak (5439)

Dean of Students, Baishakhi Taylor (3233)

Dean of Atwater Commons, Scott Barnicle (3310)

Dean of Brainerd Commons, AJ Place (3320)

Dean of Cook Commons, Ian Sutherland (3330)

Dean of Ross Commons, Ann Hanson (Fall) (3340)

Dean of Ross Commons, Emily Van Mistri (beginning January 2017) (3340)

Dean of Wonnacott Commons, Matt Longman (3350)

Associate Vice President for Information Technology, James Stuart (5054)

Dean of the Language Schools, Steve Snyder (5979)

Vice President for Academic Affairs and Dean of the Schools, Jeff Cason (5745)

Vice President for Academic Affairs and Dean of the Institute, Jeff Dayton-Johnson(XXXX)

Information Sources

Handbooks

The Middlebury College Handbook for questions concerning College benefits; for information on faculty organization, regulations, and procedures; and for questions concerning student regulations and procedures.

Handbook for New Faculty for general information about academic issues.

HEADS OF COMMONS

<u>Commons/Group</u>	<u>Head & Phone Ext. (Dept. office/Commons office)</u>
<i>Atwater Commons</i> (Residence Halls: Allen/Coffrin)	Sandra Carletti Professor of Italian X3130/3311 (Commons Office)
<i>Brainerd Commons</i> (Residence Halls: Stewart/Hepburn)	Roman Graf Professor of German/Comp. Lit x3321 (Commons Office)
<i>Cook Commons</i> (Residence Halls: Battell North, 1st & 2nd floors/Battell Center, 1st & 2nd floors/Forest West/Pearsons)	Matthew Dickerson Professor of Computer Science x3330 (Commons Office)
<i>Ross Commons</i> (Residence Halls: Ross/Hadley/Milliken)	Pavlos Sfyroeras Professor of Classics x2530, x3341 (Commons Office)
<i>Wonnacott Commons</i> (Residence Halls: Battell South, Battell Center 3 rd Floor and Gifford)	Maria Hatjigeorgiou Lecturer in Religion and GSFS x3029, x3341 (Commons Office)
	Jonathan Miller-Lane Associate Professor of Education x3459

2016-17 List of Academic Department Chairs, Program Directors, and Coordinators

Department	Chair	443-	Coordinator	443-
Biology	Jeremy Ward	3499	Joanna Shipley	5438
Chemistry & Biochemistry	Sunhee Choi	5716	Judy Mayer	5451
Chinese	Tom Moran	5870	Nicole Patterson	5784
Classics & Classical Studies	Randy Ganiban	5888	Trish Dougherty	5013
Computer Science	Daniel Scharstein	2438	Amy Rose	5540
Economics	Peter Matthews	5591	Amy Holbrook	5327
English & American Literatures	Marion Wells	2443	Sheerya Shivers	5276
Film and Media Culture	Christian Keathley	3432	Francisca Drexel	3190
French	Charles Nunley	5240	Jolene Newton	5527
Geography	Peter Nelson	3310	Jessica Hellyer	5856
Geology	David West	3476	Eileen Brunetto	5029
German	Roman Graf	5213	Judy Olinick	5532
History	Kathy Morse	2436	Claire Wilkinson	5313
History of Art & Architecture	Eliza Garrison	5296	Michaela Davico	3136
Italian	Tom Van Order	5012	Nicole Patterson	5784
Japanese Studies	Linda White	5680	Judy Olinick	5532
Mathematics	Priscilla Bremser	5555	Naomi Neff	5565
Music	Peter Hamlin	5331	Anne Chabot	5221
Philosophy	Lorraine Besser	5098	Trish Dougherty	5013
Physics	Susan Watson	5958	Amy Rose	5428
Political Science	Bert Johnson	5399	Linda Booska	5310
Psychology	Michelle McCauley	5720	Susan Perkins	3112
Religion	William Waldron	2040	Mari Price	5403
Russian	Kevin Moss	5786	Judy Olinick	5532
Sociology/Anthropology	Michael Sheridan	5582	Mari Price	5671
Spanish & Portuguese	Fernando Rocha	5476	Naomi Neff	5533
Theatre	Alex Draper	5806	Sarah Kearns	5601
Program or Minor	Director	443-	Coordinator	443-
American Studies	Will Nash	5337	Renee Brown	5124
Arabic	Sam Liebhaber	5598	Sheerya Shivers	5276
Architectural Studies	Pieter Broucke	5227	Chelsea Griggs	5234
Comparative Literature	Roman Graf and Carrie Wiebe	5530/5703	Claire Wilkinson	5313
Creative Writing	Jay Parini	5042	Sheerya Shivers	5276
Dance	Alex Draper (Fall)	5806/5227	Michaela Davico	3136
	Christal Brown (WT & Spring)	5677		
Education Studies	Jonathan Miller-Lane	3459	Trish Dougherty	5970
Environmental Studies	Pete Ryan/Molly Costanza-Robinson	2557/5571	Lily Hunt	5552
First Year Seminar	Jim Berg	5709	Diane Burnham	3320
Gender, Sexuality & Fem St.	Laurie Essig	5355	Sandra King	2007
Global Health	Svea Closser	5188	Mari Price	5403
Hebrew	Sam Liebhaber (Fall & WT)	5598	Jennifer Nuceder	5324
	Tamar Mayer (Spring 2017)	5568		
International and Global Studies	Mark Williams (Fall & WT)	5195	Jennifer Nuceder	5324
	Tamar Mayer (Spring 2017)	5568		
African Studies	Nadia Horning	3428	Jennifer Nuceder	5324
East Asian Studies	Elizabeth Morrison	3438	Jennifer Nuceder	5324
European Studies	Juana Gamero De Coca	5287	Jennifer Nuceder	5324
Latin American Studies	Gloria Gonzalez Zenteno	5074	Jennifer Nuceder	5324
Middle East Studies	Febe Armanios	5212	Jennifer Nuceder	5324
Russian & East European St.	Kevin Moss	5786	Jennifer Nuceder	5324
South Asian Studies	William Waldron	2040	Jennifer Nuceder	5324

Int'l Politics & Economics Jewish Studies	Will Pyle	3240	Jennifer Nuceder	5324
Linguistics	Robert Schine	5151	Vijaya Wunnava	5009
Literary Studies	Hang Du	5257	Claire Wilkinson	5313
Molecular Bio & Biochem	Stephen Donadio	5119	Renee Brown	5124
Neuroscience	Catherine Combelles	5251	Judy Mayer	5451
Professors of the Practice	Kim Cronise	5252	Joanna Shipley	5438
Studio Art	David Colander	5302	Vijaya Wunnava	5009
Writing Program	Hedya Klein/Jim Butler	3437/5231	Chelsea Griggs	5234
	Catharine Wright	2568	Sheerya Shivers	5276

NEW FACULTY 2016-17

Assistant Professors

Dima Ayoub	Ph.D., McGill Univ.	Assistant Professor of Arabic
Laura Basili*	Ph.D., Case Western Res.	Vis Asst Prof of Psychology (fall only)
Michole Biancosino	MFA, Rutgers University	Vis Asst Prof of Theatre (fall only)
Allison DiBianca	Ph.D., Univ. of Chicago	Vis Asst Professor of Psychology
Jessyka (J) Finley*	Ph.D., U. Cal., Berkeley	Asst Professor of American Studies
Christina Frare	Ph.D., Fordham Univ.	Vis Asst Professor of Biology
Robert Greeley*	Ph.D., Univ. of S. Carolina	Assistant Professor of Arabic
Kevin Kite	J.D., New York Univ.	Vis Asst. Prof of FYSE
Matthew Lawrence	Ph.D., Yale University	Asst Professor of Soc/Anthropology
Michael Linderman	Ph.D., Stanford Univ.	Asst Professor of Computer Science
Rebecca Martin	MFA, Nat'l Conservatory	Vis Asst Prof of Theatre (fall only)
Jason McGibbon	Ph.D., Univ. of Mass.	Vis Asst Prof. of Mathematics (fall only)
Paloma McGregor	MFA, Case Western Res.	Vis Asst Prof of Dance
Vanessa Mildenberg	MFA, Royal Academy of Dramatic Art	Vis Asst Prof of Theatre (spring only)
Jennifer Ortegren	Ph.D., Emory Univ.	Assistant Professor of Religion
William Ransom	MFA, Claremont Grad. U.	Visiting Asst Professor of Studio Art
Carly Thomsen	Ph.D., U. Cal, Santa Barb.	Asst Prof of Gender, Sex., Fem. Sty
Mira Veikley	MFA, NY Tisch Univ.	Vis Asst Prof of Theatre
Adam Wager	PhD., Rutgers Univ.	Vis Asst Prof of Philosophy (fall only)
Matthew Walker	PhD, Univ. of Wisc, Madson	Vis. Asst. Prof. of Russian
Kristina Walowski	Ph.D., Univ. of Oregon	Asst Prof of Geology (arrives Jan.)

Instructors

Peter Johnson*	BS, U. Cal, San Diego	Instructor in Computer Science
Laura Lesta Garcia*	MA, Univ. of Colorado	Vis. Instructor in Spanish
Jessica L'Roe	MS, U. Wisc., Madison	Instructor in Geography
Marissa Mnich	MS, U. Mass, Amherst	Vis Instructor in Geology (fall only)
David Munro	MS, Chapman Univ.	Instructor in Economics
Obie Porteous	MS, U. Cal, Berkeley	Instructor in Economics

Lecturers

Ricardo Chavez-Castaneda*	MA, New Mexico State U.	Vis Lecturer in Spanish (spring only)
Andrea Kerz Murray*	B.Arch, Syracuse U.	Vis Lecturer in Architecture
Krista Miranda	Ph.D., New York Univ.	Vis. Lecturer in Dance
Bo Qian	MA, Capital Normal Univ.	Visiting Lecturer in Chinese
Martin Walkow	Univ. of Mass., Amherst	Vis Lecturer in Linguistics (fall only)
Heimo Wallner	Academy of Fine Art	Visiting Lecturer in Studio Art
Lida Winfield	MFA, Goddard College	Vis Lecturer in Dance

Professors of the Practice, Teaching Fellows

Joe Antonioli	MD, Stanford Med.	Professor of the Practice (fall only)
Amitava Biswas*	Ph.D., Univ. of Michigan	Professor of the Practice (fall only)
Sony Coranez Bolton	MFA, New York Univ.	Mellon C3 fellow in Spanish
Gabriel Forestieri	BA, Middlebury College	Vis Artist-in-Residence in Dance
Ruben Gilbert	JD, Univ. of Maine	Asst in Sci Inst, Computer Sci.
Paul Gillies	Ph.D., Univ. of Michigan	Professor of the Practice (fall only)
Erica Morrell	MBA, Northwestern U.	Mellon C3 Fellow in Sociology
Tim Nguyen	MBA, Dartmouth College	Professor of the Practice (fall only)
Ernie Parizeau		Professor of the Practice (fall only)

Daniel Rodriguez-Navas
Lindsay Dreiss Rosa
Mary Jane Simpson

Ph.D., Univ. of Chicago
Ph.D., Univ. of Connecticut
Ph.D., Duke University

Mellon C3 Fellow in Philosophy
Teaching Fellow in Geography
Assoc in Science Inst in Chemistry

Language TAs

Maria Ignacia Coll Villa
Lucile Coneau
Florian Hamburger
Natalia Rufova
Akiyo Sasaki
Paula Serralha Araujo
Caterina Torresi

Assistant in Spanish
Assistant in French
Assistant in German
Assistant in Russian
Assistant in Japanese
Assistant in Portuguese
Assistant in Italian

*returning, or hired into a new position